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PRESERVING & IMPROVING BOSTON'S PUBLIC PARKS

A status report on the recommendations of

The Greening of Boston

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Mayor Raymond L. Flynn

Commissioner William B. Coughlin

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EXECUTIVE SUMMARY

"Preserving and Improving Boston's Public Parks" is a report of the direct action taken by the Parks Department over the past two years in response to recommendations made in "The Greening of Boston" report. Released in November 1987, "The Greening of Boston" outlined a strategic plan to revitalize the parks and open spaces in Boston.

The report was issued by the Goldberg Seminar, an ambitious summit of 100 leaders from business, local government, and community groups, who met from 1985 to 1987 to address open space and equal access issues in Boston. Funded by the Boston Foundation's Poverty Impact Program, the Seminar examined how improved open spaces and parks directly and indirectly affected urban quality of life, especially in low income communities. The Seminar was hailed by some as the most significant contribution to the city by a group of citizens in decades.

The Seminar's timing was opportune, since Boston's park system was at a low point in its century-old history. Local economic conditions, epitomized by the 1982 Proposition 2 1/2 tax reform, depleted needed resources. Decades of neglect, especially in low income neighborhoods, created a battered park system largely unusable by Boston residents.

"The Greening of Boston" report, wrought from collective passion, vision, and practicality, offers a strategy to restore the precious resources that had fallen into disrepair, and charts the destination of the Boston parks and open space system with clear, imaginative directions. The Boston GreenSpace Alliance, designated by the Goldberg Seminar and Boston Foundation to monitor and implement the report's recommendations, has been the organizational driving force in setting the short and long term agenda through this century.

The City Makes Parks a Priority

Concurrent with the Goldberg Seminar summit, the City of Boston began to enact comprehensive improvements to the city's parks under the leadership of Mayor Raymond L. Flynn. Primary to the city's ability to carry out park improvements was the stabilization of its finances; in 1985 Mayor Flynn balanced the city budget for the first time in over a decade. As Boston's financial outlook improved, so too did its ability to leverage change.

In 1986 the Office of Capital Planning issued a five year, $920 million capital improvement plan entitled "Rebuilding Boston," designed to improve the city's entire infrastructure, including its park system.

In 1987 Mayor Flynn appointed Parks Commissioner William B. Coughlin to enact a strategic plan to bring the parks back to life.

About This Document

Taking seriously the remarks of Hubie Jones, Boston University Dean and member of the Goldberg Seminar, that "this current momentum...could sputter out unless we strategically move with haste and intelligence to maintain it..." the Department has acted swiftly on nearly all of the 109 recommendations.

The status report presented here summarizes ongoing efforts to improve the overall condition of the Boston park system. As the report points out, the work of the last two years has resulted in system-wide reform:

. Capital Restoration -- $99 million in capital funds was allocated to completely restore over 90% of the City's 192 parks, as part of "Rebuilding Boston," with special attention being paid to low-income areas traditionally neglected.

. Maintenance -- The most comprehensive maintenance management system in the history of the Department was enacted. Specific standards of accountability were defined, implemented, and sustained.

. Programming -- Activities that broke down neighborhood turf were implemented through regional activities that brought a cross section of city residents to parks throughout the city. In summer 1988, over 180,000 people attended 275 park events, a 350% increase over 1986.

. Community Involvement -- A conscious decision was made to institutionalize levels of community input for all park decisions for capital improvements, maintenance, and programming.

• City-Wide Support -- Operating systems were established to maximize support given to city parks by line departments such as Police and Public Works.

. Equal Access -- Decades of uneven service levels to neighborhood parks was reversed. With the implementation of programs and policies, the Parks Department guarantees the allocation of equal resources to parks in all city neighborhoods.

Challenge Ahead

"The Greening of Boston" report laid the foundation for the greatest restoration of the Boston parks system since its inception in the 1880s. Over the last two years the Boston Parks and Recreation Department has worked with business and community groups throughout the city to reverse the cycle of neglect for city parklands. The challenge ahead is not just to meet the recommendations of the report, but to permanently institutionalize the level of fiscal, operational, and emotional support from local government, business, and community groups for the city's parks and open spaces.

I. COMMUNITY EMPOWERMENT

COMMUNITY EMPOWERMENT

1. Establish a direct line of communication and regular meetings between community groups and park staff.

The Boston Parks and Recreation Department (BPRD) established the Regional Administration division in 1987 to formalize lines of communication between the Department and the community. A Deputy Director of Regional Administration was appointed in October 1988 to supervise four Regional Administrators, each with a specific geographical district. The Emerald Necklace constitutes a fifth geographical district, called the Olmsted Administration, and is under the direction of an Assistant Commissioner.

The Regional Administrator has broad authority to set priorities for capital improvements, resolve disputes, streamline maintenance tasks, develop summer programming, grant permits, and generally function as the Department's point person in the community.

The Regional Administrator takes a proactive role in problem solving, especially in recruiting Park Partners and in neighborhood services. A recent Boston Herald article (11/22/88) showed that the BPRD had the best record of responding to resident requests of the major city departments.

Regional Administrators' primary tasks are to:

- organize community cleanups
- solicit new park partners
- oversee community-sponsored park events
- chair community meetings on design and construction aspects of capital improvements
- facilitate light replacements, tree pruning, snow removal, and other 'upkeep' chores on an ongoing basis
- meet regularly with police and other city and state agencies to represent the interests of park users.

COMMUNITY EMPOWERMENT (cont.)

2. Form planning committees made up of neighbors and users to review plans and proposals for large parks, playgrounds and reservations, in coordination with park superintendents or area supervisors. Involve the community around parks and open spaces in the selection, siting, and maintenance of facilities and plant materials. Outreach should include mailings, phone calls, and door knocking.

The BPRD enlists the active participation of local residents and park users for every feature of parks activities, including capital improvement projects, beautification, tot lot design, and programming, through both formal and informal committees and community meetings.

- Capital Improvements
  Since 1986 Project Managers and Regional Administrators have conducted design and construction meetings for each park being restored under Mayor Flynn's five year, $99 million capital improvement program "Rebuilding Boston." The BPRD participates in 200 meetings a year on average.

- Park Partners
  Neighborhood groups have direct input into the type of improvements they want in their parks, thanks to funding, technical advice, and loaned equipment from Maintenance.

- New Facilities
  Community input is always the initial phase of discussing city-owned vacant lots and unused park lands. The BPRD works closely with the community and the Boston Public Facilities Department, which is in charge of all city-owned lots.

- Tot Lots
  Residents and park users have an integral role in the selection of equipment for tot lots. Over the past 20 months forty-two new tot lots have been installed, seven are in construction, and eleven are scheduled for installation in 1989.

- Programming
  The Programming staff aggressively solicits input from neighborhood planning groups, schools, local residents, park users, and local businesses to maximize summer programming in city parks. In the winter/spring 1988, Programming staff and Regional Administrators met with over 200 non-profit and community groups for their input on summer programming.

. Athletic Leagues
Programming and Maintenance divisions work closely with leagues throughout Boston that regularly use ball fields. Maintenance crews instruct league members on proper daily care of the ballfields.

In addition to the regular contact between the Department and the community, outreach efforts include leafleting, direct mail, newspaper ads, press advisories, radio ads, and telemarketing. The Regional Administrators go door-to-door with promotional material, and make daily phone calls to local residents . This strategy gets the community involved in the development of their neighborhood parks.

3. Involve the community in park management, programming, and maintenance through agreements and contracts with non-profit and community groups. Offer increased training and technical assistance to strengthen their organizational capacity to take on these responsibilities.

Over the last 24 months the BPRD's consistent strategy has been to enlarge the participation of non-profits, community groups, and contractors.

Park Management

The BPRD has strengthened contractual arrangements in large neighborhood parks and the Emerald Necklace parks. Examples include:

- Boston Common - The Friends of the Public Garden and Boston Common have worked closely with the BPRD on the Boston Common Master Plan currently in progress that addresses the operation, maintenance, and programming on the Common. The Friends have also assisted in the search for a Boston Common Administrator, and helped pay for signage.

- Commonwealth Avenue Mall - the Commonwealth Avenue Mall Committee has been involved with the BPRD to increase maintenance and tree pruning, expand lighting, and to facilitate the design, placement, and installation of signage. Park rules and regulations are a priority for the Mall.

- Fens - the Boston Fenway Program has received an increased financial commitment for maintenance, from $5,000 to $20,000, allowing it to expand its scope of work, from a seasonal to year round basis for supervising maintenance and beautification projects.

- Jamaica Pond Project - the Jamaica Pond Project has had its financial commitment from the BPRD expanded from $5,000 to $20,000. The increase was specifically designated to pay the salary of the full time park keeper to oversee daily operation of the parkland and its facilities at Jamaica Pond year round.

- Franklin Park Coalition - the financial commitment has been expanded from $10,000 to $30,000. A maintenance grounds crew is designated specifically for Franklin Park, and a programming plan is being worked out. With a new executive director of the Coalition hired in November, the BPRD looks forward to working closely with this group.

Park Partners

The Park Partners program has been institutionalized into the BPRD operating budget since 1986. The program has been enlarged to embody all aspects of parks, including maintenance, security, improvements, and programming. The Maintenance division offers training and technical assistance to groups within the program.

There are currently 38 funded Partners, and efforts are underway to enlist additional Partners, and to continue to enlarge their scope of responsibility. A Park Partners newsletter, launched in October 1988, is being published three times a year, to provide information to Partners and to establish a sense of continuity among groups from different parts of the city.

Athletic Leagues

The BPRD took aggressive initiatives to increase the involvement of the athletic leagues, such as regular instruction to league members by Maintenance crews on daily care of the fields, the assignment of specific maintenance staff to specific facilities, and the distribution of a brochure on the care of ballfields.

Non Profit Groups

Contracts with non profit organizations has increased dramatically over the last two years:

FY '87	FY'88	FY '89
19 Contracts	33 Contracts	54 Contracts
$576,744	$2,287,945	$2,388,000 (estimate)

4. Where contracts are not involved, write memorandums of understanding that clearly establish the respective tasks and responsibilities of the agencies and of the community group or corporate abutter wishing to take on some of the care of parks, playgrounds, gardens, or squares.

The BPRD has aggressively sought to enhance existing Memorandums of Understanding (MOUs), and to create new MOUs with other groups abutting parks. The BPRD outlines very specific task definitions for BPRD, abutters, and community groups on all MOUs.

Examples of parks with existing MOUs include:

- Jamaica Pond
- Angel Memorial Square
- McLaughlin Playground
- Iacono Playground

Examples of parks with newly executed MOUs of contracts under negotiation include:

- Post Office Square
- Copley Square
- Granary Burial Grounds
- Boston Common
- Public Garden

5. Expand the Park Partners program run by the city and other similar community involvement mechanisms for MDC properties. Define flexible guidelines for each group to take on different levels of management, programming, and maintenance responsibilities.

Formed in 1983 with state and federal grants, the Park Partners program was institutionalized into the BPRD's operating budget in spring 1986. In 1987 the BPRD placed applications in neighborhood libraries and community centers, and mailed to over 75 community groups, many of them former Park Partners. Of the 28 applications received, 21 met department criteria and were approved. The 7 rejections were for expensive, one-time events. Of the 21 approved, 7 (33%) were 1986 partners and 14 (67%) were new groups. The Park Partners funded in 1987 combined maintenance, planting, recreation, special events, and employment in their programs.

From 1987 to 1988 Park Partners rose from 21 to 38. Efforts are underway to enlist additional Partners, and to continue to enlarge their scope of responsibility. A Park Partners newsletter, initiated in October 1988, is being published three times a year to provide information to the groups, and to establish a sense of continuity among Partners from different parts of the city.

Regional Administrators have identified Park Partner opportunities for each park facility under capital improvement and encourage community groups to formalize their interest in their local parks by becoming Partners. A target of 50 Park Partners has been set for 1988-89.

The BPRD's goal is to continue to provide for flexibility within a clearly defined range of activities deemed appropriate under the program, including levels of management, programming, and maintenance.

6. Jointly define standards of care and programming and establish clear expectations about public and community performance.

Over the past 20 months the BPRD has consistently defined standards of care and programming for both the BPRD and community organizations as part of its internal reorganization. Examples of improved definitions of standards and expectations include:

- The Copley Square maintenance management agreement is a a model which defines public and private responsibilities. Maintenance standards exemplify the level of service provided to all park properties irregardless of community support.

- The Granary Burial Grounds agreement, now in draft form, addresses maintenance, capital improvement, and stewardship.

- Park Partners each have specifically defined standards of care and programming, depending on the level of community commitment and resources.

7. Supply tools and equipment to community cleanup efforts. The BPRD provides equipment and technical advice for cleanups and beautification projects by park partners, community groups, and athletic leagues in over 50 parks, including:

Waterfront Park, North End
Derby/Ramsey Park, Roxbury
Billings Field, West Roxbury
Marcella/Connolly Playground, Roxbury
McKinney Playground, Brighton
Ringer Playground, Brighton
Dorchester Park, Dorchester
Savin Hill Park, Dorchester
Dorchester North Cemetery, Dorchester
Chandler Pond Park/Gallagher Memorial Park, Brighton
Pinebank Play Area, Jamaica Plain
Overlook Park, Brighton
Fallon Field, Roslindale

The BPRD also contributes administrative and maintenance staff support for many of the cleanup efforts, often initiating the cleanups.

In August 1988 the Department enlisted the enthusiastic support of 50 City Year volunteers for a day-long cleanup at Peters Park in the South End.

II. EXPANDED ROLE FOR BUSINESS AND MAJOR INSTITUTIONS

EXPANDED ROLES FOR BUSINESSES & MAJOR INSTITUTIONS

1. Focus a systematic marketing strategy on all forms of business and other private involvement in the parks, providing greater publicity, both in outreach efforts and in reporting instances of cooperation.

With the establishment of a Marketing division in spring 1988, the BPRD is implementing a strategy to maximize corporate involvement in the parks. Progress over the last 20 months includes:

- The Copley Square Centennial Committee has raised $200,000 toward $1.5-million for maintenance and management of the new Copley Square Park.
- The BPRD has undertaken research into alternative funding sources and fiscal management systems.
- The Bank of Boston will participate in the capital improvement of Derby/Ramsey Park in Roxbury under the Home Court Advantage project.
- The Friends of Granary Burial Grounds has incorporated, with an initial commitment of $100,000, and a second pledge of $100,000.
- The BRA has pledged to establish an endowment fund for the Boston Common.
- Parkside Condominiums have made a commitment of $26,000 a year ($10/month per unit) to the Boston Common.
- Concerts on the Common promoters have contributed $60,000 per year for the Common Restoration Fund.
- Boston Edison has contributed $100,000 to the Boston Common for special maintenance.

2. Provide staff to aggressively seek park adopters, to negotiate and monitor agreements, and to work with corporate adapters on solving problems, coordinating maintenance, and other activities.

Three BPRD divisions work to expand the role of businesses and major institutions in park administration:

Planning and Development - works closely with developers at Post Office Square, Pemberton Square, City Hall Plaza, Boston Common, Clarendon Street Tot Lot, the Emerald Necklace parks, Lincoln Square, Statler Park, Angel Memorial Square and BRA properties including Waterfront Park.

Regional Administration - aggressively seeks park adopters from neighborhood-based businesses and institutions to solve problems, coordinate maintenance, and generally support activities at the parks.

Marketing - provides outreach, publicity, promotional materials, and coordination of events that include local and corporate adapters.

3. Write memos of understanding between the public agency and corporations, clearly establishing respective tasks and responsibilities, defining liability issues, and describing performance review procedures.

The BPRD has actively sought Memorandums of Understanding with corporations that clarify respective tasks and responsibilities. Standards for maintenance, upkeep, and restoration have been formally defined by the Parks Department, and presented to the corporations as legal guidelines.

Liability issues are being examined by the City's Law Department to establish guidelines for Angel Memorial Square, Clarendon Street Tot Lot, Statler Park, and Post Office Square.

Performance review procedures are being implemented over the next 12 months to determine the success of these guidelines. Examples include:

- The Copley Square maintenance management agreement defines public and private responsibilities.

- The Granary Burial Grounds MOU has a maintenance, capital improvement, and stewardship agreement currently in draft form.

- 17 BRA-owned parks/squares under BPRD care are divided into three categories: parks/squares currently under BPRD care; parks/squares that need community liaison work; and parks/squares that require capital improvement or an endowment fund.

4. Appoint independent fund-raising committees and establish endowments for large parks of regional or historical importance in conjunction with local "Friends" groups.

The BPRD has yet to formalize a fund-raising committee, but has an independent corporation (501(C)3) which can accept donations from outside sources.

The Small Grants Program, part of The Fund for Parks and Open Space established by the Boston Foundation, has an independent committee which determines policy for and oversees the allocation of funds for local parks. This model may be a prototype for other programs within the Fund.

Other examples include:

- The Historical Burial Grounds Initiative, a program for the preservation of Boston's sixteen historic cemeteries, has accelerated its program over the last two years so that it is more broad-based, and has increased its donors from nine to twenty two.

- The BPRD and BRA are currently proposing a Boston Common Endowment Fund.

- The Friends of the Granary has been established to raise money for the upkeep and restoration of the Granary. A draft agreement covers maintenance, capital improvement, and stewardship.

III. PHYSICAL CONTEXT: MAINTENANCE

Standards and Initiatives

Organizational Structure

Community Relations

PHYSICAL CONTEXT: MAINTENANCE
A. Standards and Initiatives

1. Establish and enforce a policy of adequate and equitable standards of maintenance throughout all parts of the park system.

The Maintenance unit was completely overhauled in 1987 to establish and enforce a regional -- rather than central -- approach that systematically identifies and addresses maintenance issues in every park. Bi-weekly surveys of each facility monitor and guide maintenance schedules, with the equal allocation of resources for each neighborhood district.

The City is divided into five maintenance regions, with a Superintendent, General Foreman and Foreman supervising a planned work schedule. This schedule classifies different service levels of maintenance activity, using criteria such as intensity of use and capital investment.

The systematic reforms, combined with a new management system, revised job descriptions, and defined standards of work, have produced an efficient, productive, and professional division whose performance can be quantifiably measured. A recent Boston Herald article (11/22/88) showed that the BPRD has the best record of responding to resident service requests of the major city departments.

Maintenance standards also help clarify public responsibility. Standard maintenance, consisting of trash removal, litter pickup, grass cutting, and horticulture and trade review, is defined in relation to "above standard" maintenance, which often applies to maintenance agreements within the public/private category, such as Copley Square, Waterfront Park, and Rose Kennedy Garden.

2. Include maintenance planning in all capital investments, designs, and restoration plans and in new acquisitions.

For the past two years the BPRD has included maintenance planning in all capital improvement projects. Park specific improvements must now receive approval from the Maintenance Director before being placed in construction specifications.

- The Maintenance division participates in initial planning committees and initial community meetings for each capital project.

- Capital projects are now being developed with specific requirements for maintenance items such as water fountains, tot lot equipment, ball court care, and turf management.

- Maintenance is a major component of all master plans currently being drafted for the Boston Common, Dorchester Park, Highland Park, and all of the parks in the Emerald Necklace under the Olmsted Historic Landscape Preservation Program.

3. Clearly define maintenance responsibilities, such as not littering, for permitted park users.

The Regional Administrators, Park Rangers, and the Boston Police have all played an increased role in supervising permit responsibility over the past 20 months. This combined presence at most park events enforces the regulations against littering.

The BPRD has initiated a "Weekend Work Plan" which recognizes the need for weekend monitoring of park users during Saturday and Sunday events. Each week a six page work plan outlines all maintenance, programming, permitting, and regional activities, with beeper and telephone numbers for all supervisors and senior managers. A number of senior staff members supervise the plan and monitor park usage throughout the weekend.

Regional Administrators monitor the city's parks until sundown daily during spring, summer, and fall.

For athletic games, ethnic festivals, and public demonstrations the BPRD issues a Memorandum of Agreement (MOA) that outlines mutual responsibilities; large scale public events require a posted bond to ensure that the facility is left in the same condition as when it was reserved.

Institutional park managers such as the manager of the George Wright Golf Club have contractual concession arrangements that include maintenance guidelines.

PHYSICAL CONTEXT: MAINTENANCE
A. Standards and Initiatives (cont.)

4. To increase residents' sense of ownership of their parklands and as an investment in long-term maintenance, involve neighborhood residents, including children and teenagers, in the design and building of playground structures, the landscaping of play fields, and the redevelopment of recreational facilities.

The BPRD has aggressively sought to involve residents in both the design and maintenance of parks, especially those earmarked for capital improvements. Over 50 committees have participated in the strategy for maintaining newly designed and restored parks.

For the Olmsted improvements, the BPRD has initiated Park Management Committees for Jamaica Pond/Olmsted Park, Franklin Park, Fenway Park, and Riverway Park, to increase the regular, structural involvement of users and abutters in the administration of these parks.

In the winter 1988/1989 the BPRD will initiate an expanded outreach program for Ceylon Park, Dorchester Park, Franklin Field, and Walker Playground. In this program, senior staff teams representing all units in the BPRD will initiate surveys prior to the initial planning meetings to facilitate a more active role for local residents in day to day maintenance, improvement, and programming issues.

The BPRD has activated athletic leagues to be more committed to maintaining their home fields. The BPRD initiated a program to promote league involvement, and produced a brochure that described the care and grooming of ball fields. Participating leagues include:

East Boston Little League
East Boston Senior League
Mission Hill Little League
Hill House Youth Baseball
District 9 Little League
North Dorchester Little League
Boston Senior Park League
Savin Hill Little League
South Boston Little League
Oak Square Little League
Junior Park League
Boston Rugby Club
Ebony and Ivory League

PHYSICAL CONTEXT: MAINTENANCE
A. Standards and Initiatives (cont.)

The BPRD has executed an Memorandum of Understanding (MOU) at the Franklin Park Playstead that increases the Boston Rugby Club's responsibilities for maintenance in return for permitting use of the field.

In return for BPRD sponsorship, the Fens Ivory and Ebony League sweeps basketball courts before each game and leaves each facility in good condition.

West Roxbury Billings Field tot lot, built as a community project, continues to be maintained primarily by the citizen group with the BPRD providing standard maintenance for the rest of the field. This partnership serves as an example for opening tot lots developed within the capital improvement program.

PHYSICAL CONTEXT: MAINTENANCE
B. Organizational Structure

1. Design a management system with maintenance standards, schedules, procedures, work incentives, and performance review. Hire park and landscaping professionals to develop and implement management practices.

In 1987 the Maintenance division was overhauled to strengthen standards, schedules, procedures, work incentives, and performance. The new Maintenance Management System establishes individual accountability for all maintenance activities. Reforms include:

- Revised job descriptions and a reclassification of 40% of these jobs.
- Standard hiring and promotional procedures.
- Upgraded wage structures.
- Newly-created middle management positions for superior workers.
- Initiation of an annual training program for all levels of the work force.

In its attempt to aggressively recruit park and landscape professionals, the BPRD has had uneven results due to the restraints of city salaries, City of Boston residency requirements, and the cost of living in Boston compared to most other cities and towns. The BPRD will continue to pursue policy that merges affirmative recruitment and outreach with training and promoting exiting employees.

With the work and guidance of the Shade Tree Advisory Committee, the Department has successfully recruited a Tree Warden, an individual with 15 years of technical and managerial experience, including operations, financial, and personnel management. The Tree Warden is expected to begin in January 1989.

By spring 1989, the BPRD expects to hire a Superintendent of Horticulture and a Superintendent of Turf Maintenance. The Department also plans to recruit an individual with related experience to coordinate BPRD initiatives in support of community gardens and urban wilds.

2. Decentralize the park system into neighborhood areas, each with its own operations and area supervisor. Consider appointing superintendents or park keepers at large parks.

The centralized park system in place before October 1986 has been decentralized. The Park system is divided into 5 regions: 4 geographic and the Olmsted system. A Regional Administrator and Regional Maintenance Supervisor comprise a team for each region. As the liaison with the community, the Administrator receives all constituent requests and channels them to the Superintendent, prioritizing the requests on a daily basis.

The Regional Administrator and Maintenance Supervisor jointly draft maintenance plans for each park, with the daily operations overseen by the Supervisor.

The Department has revived a job title, "Working Foreman," to provide park keepers for small clusters of parks in the Back Bay, the Fens, and Jamaica Plain.

In parks with renovated operational facilities, park keepers have been appointed, and range from year round (Jamaica Pond) to seasonal (Billings Field, Doherty Field, Columbus Park, East Boston Stadium) staff. As additional facilities open, the Department plans to assign appropriate personnel as park keepers.

Copley Square Park will have a paid park keeper.

3. Increase the number of maintenance workers, carpenters, electricians, and plumbers, to repair and maintain benches, lights, fountains and other park elements. Increase the number of gardeners, horticulturalists, and arborists. Assign them to specific parks or clusters of parks, enabling them to know the parks they work in and to build ties with users. Build skill levels through hiring practices; hire skilled employees.

The BPRD has substantially increased the number of maintenance and horticulture workers over the past two years to address the backlog of repairs from previous years. The Department has revived a job title, "Working Foreman," to work as park keepers for small clusters of parks. In addition, in the last two years, the department has assigned foreman to each of the individual neighborhood districts.

Grounds Maintenance

Grounds maintenance workforce has increased 28% over the last two years, from 138 to 176.

22 skilled positions have been added to the maintenance division over the past two years, including carpenters, mechanics, and painters.

Over the last two years the BPRD consolidated its vehicle repair unit, and increased the number of mechanics on staff. These activities, combined with the initiation of an equipment protection program, have increased vehicle up time from 55% to 75% over the last two years.

Horticulture

A new greenhouse at Franklin Park will dramatically increase the plantings grown by the Horticultural division. This new facility, along with the increased staff, from 22 to 29 positions for Fiscal 89, better training, and an annual cycle has produced the following increases:

- Boston parks planting sites increased from 80 in 1987 to 91 in 1988.
- Plantings supplied to outside organizations went from 26 in 1987 to 36 in 1988, at non-park sites like community schools, fire stations, and libraries.
- Total increase in plantings went from 106 sites in 1987 to 127 sites in 1987.

4. To increase the sense of common mission, offer technical training and continuing education programs to employees of the Parks and Recreation and other City departments in landscaping, natural resource protection, environmental history, and recreation.

The BPRD has initiated a management training program for all managers, including Regional Superintendents, in a two day management session in October 1988. In early 1989 the BPRD will follow up with management training courses built around a core curriculum.

The Maintenance and Horticulture divisions had 9 training sessions during spring 1988, compared to two sessions provided in 1987:

- Tree Trimming and Chain Saw Safety by Frost & Higgins
- Turf Management & Soil Testing by Tom Pettis of Camp, Dresser and McKee.
- Problems Associated with City Landscaping by Schumaker Landscaping.
- Management Communications and Team Building by Allyn Bradford.
- Mow and Small Machine Operation, Maintenance & Safety by C&J Lawnmover.
- Basic Turf Care by Faye & Letendre Landscaping.
- Employee Assistance Information for Supervisors by The City of Boston.
- Preventative Maintenance for Motor Vehicles by BPRD General Superintendents Mike Connor and Bill Taylor.

Employee registration for training increased from 77 in 1987 to 157 in 1988. Most of the sessions were free. These training programs will be expanded in winter 1989.

The BPRD has currently enrolled 10 employees from Ball Field Preparation, Turf Maintenance, and Horticulture in the Roxbury Community College evening program.

5. Plan during the off season for summer months' maintenance work.

As a direct result of improved management capabilities and revamped scheduling and planning procedures, numerous maintenance tasks are now initiated or expanded during the off season, including:

- Fall turf maintenance is conducted on 18 fields per year.
- Large scale, specialized turf restoration projects are undertaken. East Boston Stadium football field, Clemente field, and Healy Field were restored during the off season. Columbus Field in South Boston is being restored in 1989.
- A leaf removal program is initiated to remove leaves prior to snowfall. In 1987 the BPRD had a 500% increase in leaf removal over the previous year.
- All equipment is inspected and repaired under a new Preventive Maintenance Program,, using the consolidated repair facility. The facility has been improved with new lifts, a new compressor, and a brake lathe.
- Swing Gates are installed throughout the park system to save the Maintenance division valuable time normally devoted to removing abandoned cars from parks; that time is then devoted to maintenance efforts in the early spring. Last year, 37 swing gates were installed, and 30 additional swing gates will be installed by spring 1989.
- Tree trimming and pruning contracts are executed to complement work accomplished during busy season. For example, in the off season of 1987/88, over $400,000 of tree trimming and pruning was executed in the Emerald Necklace parks. In the off season of 1988/89, over $100,000 of tree trimming and pruning will be executed in the neighborhoods.
- Specialized clearing projects are initiated for clearing overgrowth; in the last two years these have included Scarboro Pond at Franklin Park, Circuit Drive along Leverett Pond, and Mother's Rest at the Fens.
- 350--500 park barrels are painted each winter.

- More than 15 tons of diamond mix, previously purchased late in the spring, are ordered during the off season, so that mix is available when the ballfield diamond prep crew begin their work, a month earlier than previous years.

- A number of facilities are painted, including Mt. Hope Cemetery, Fairview Cemetery and Billings Field House.

- Inventory is taken of all supplies and materials, and orders are placed by February/March, two to three months earlier than previous years, to ensure materials are on hand for spring.

6. Computerize maintenance record keeping to better evaluate and monitor maintenance procedures.

The BPRD has determined that the most pressing computer need in October 1986 was to increase the accuracy and timeliness of its computerized record keeping of budgetary items affecting maintenance performance.

The BPRD installed a fully operational ordering and tracking system to better evaluate expenditures.

The BPRD is now phasing in a computerized Master Management System for maintenance scheduling and performance tracking. The DeLeuw Cather system inherited in 1986 proved inadequate to serve Department needs -- its program did not reflect either the organization, structure or staff levels of the Department. The system has been reprogrammed to reflect the Department's operating system. A pilot program was initiated in the East Boston district in fall 1988. Three neighborhood districts will implement the master management system program in the spring of 1989, with the goal of implementing in all regions by 1990.

In December 1988 the BPRD hired a quality assurance engineer with private sector experience in computer tracking systems and work scheduling to oversee completion of the maintenance management program by 1990.

7. Professionalize Planning and Development staffs and coordinate with Maintenance operations personnel.

Through reallocation of tasks and restructuring, the Planning and Development unit has evolved from 100% engineering and support staff to approximately 25% landscape architecture, 25% engineering, 25% planning, 25% support. The division has added consultants in horticulture, agronomy, trees, and historic landscape to complement staff resources, and hires landscape design consultants for each capital improvement. Outreach in the design community has attracted the top firms in the city competing for this work.

Over the past two years the Planning and Development unit added the following professional staff:

2 landscape architects
1 preservation planner
1 civil engineer
1 open space/environmental planner
1 architect/planner
1 junior planner

All Planning and Development staff work closely with Maintenance, including weekly meetings between the Chief Engineer and Maintenance Director, and between Project Managers and Superintendents. Both staffs conduct systematic reviews of capital and non-capital projects, and solicit feedback from Regional Administrators on community input.

PHYSICAL CONTEXT: MAINTENANCE
C. Community Relations

1. Incorporate into the job descriptions of park superintendents, playground supervisors, and maintenance foremen regular meetings with community groups to report on work progress and discuss local needs and conditions.

The BPRD has incorporated into performance standards of Maintenance Superintendents the instruction to attend regular meetings with community groups to discuss local needs and conditions.

- Beginning in January 1988, Regional Maintenance Superintendents regularly attended the capital improvement meetings for their district. Maintenance staff is consulted and advised during the design and construction process of all projects.

- Staffed playground supervisors, although seasonal, are advised of and attend community meetings that pertain to programmed activities in the park system. The permanent programming staff works closely with community groups year-round:

  Off season - as part of capital planning, programming staff is assigned to work on community outreach teams for specific parks.

  Spring and summer - the permanent programming staff that oversees seasonal hiring leads a series of meetings with community groups to schedule non-profit groups for participation in the park programs.

  Fall and winter - the Supervisors evaluate the summer, and re-design with community groups programming for next summer. For example, in winter of 1987/88, Regional and Programming staff met with nearly 200 community groups to customize programming for each neighborhood.

2. Expand the Parks Partners program to increase the sense of community ownership as a means of improving maintenance, among other benefits.

The Park Partners program was institutionalized into the City's operating budget in 1987, solidifying the program's status as integral to the Parks Department. By 1987 most Partners were performing primarily maintenance tasks. Duties like basic maintenance have been expanded to include plantings, renovation, staffing, and special events. Partners are encouraged to define the kind of park they want, and then to work closely with Regional Administrators and Maintenance staff to implement improvements.

In addition to providing Partners with up to $2,000 for use in the program, the Department also provides in-kind services such as the use of equipment and tools, technical advice from the Horticulture staff, and hundreds of plants from the City's greenhouse. As the BPRD maintenance performances improve, additional Partners can expand their duties to include a review of capital renovations, plantings, seasonal programming activities and seasonal park staffing.

There are currently 38 park partners; Regional Administrators project 50 partners in 1989.

The BPRD introduced a Park Partner newsletter in October 1988. Designed to inform and encourage existing partners about opportunities, the newsletter provides a sense of continuity for the the Partners across the city, and is being issued three times a year.

A Park Partner awards night was held in February 1988 to acknowledge the accomplishments of groups operating within the program.

The Parks Commission of the Parks Department is currently working with Regional Administration to institutionalize an annual awards night for innovative and energetic partners.

3. Establish a hotline for park users and park neighbors to call when they have questions or maintenance issues to report.

In the last two years the BPRD has expanded its management and administration of the parks to include weekday, evening, and weekend hours, so that a range of management staff are now on call 24 hours, seven days a week.

The hot line for direct access for residents with maintenance issues is 542-3071 . Emergency calls during non-business hours continue to be communicated through the Mayor's 24-hour service number at 725-4500. The BPRD provides the 24 hour service with a weekly plan for the BPRD management staff, outlining supervisory responsibility for evenings and weekends.

During regular hours, the Regional Administrator is on call to handle questions on maintenance issues; his quick accessibility to his Maintenance division counterpart is designed to streamline emergency requests.

Programming staff are on call seven days a week to respond to requests for information. In the spring, summer, and fall, the Programming division plays a tape recording after business hours to update park events and programs on a daily basis.

4. Post attractive and informative signs at each park and playground, identifying, among other things, who maintains it and whom to call for more information.

Over the past two years the BPRD has enacted the initial phase of an identification signage program. To date the Department has:

- Created a Parks Department logo.
- Developed a signage master plan for identification and regulatory signs in Boston Common and the Public Garden.
- Sited ID signs to appear at entrances in at least 32 locations.
- Sited regulatory signage outlining enforcement policies in at least 40 parks.
- Posted regulations and rules signage at field houses, including Doherty Field/Dorchester, Columbus Park/South Boston, and East Boston Stadium.
- Placed a Parks Department identification banner at all summer park activities.
- Began installation of Olmsted construction signs along the Emerald Necklace as part of the Olmsted Historic Landscape Preservation Program.
- Ordered logo and identification decals for all BPRD vehicles.

BPRD plans to expand signage to all parks by the completion of the capital plan in 1992. Additional improvements, including multi-language regulation signs, will be implemented in 1989/90.

5. Establish and distribute guidelines for the use of parks - including hours of operation, events, vendors, and rules concerning motor vehicle use, public drinking, amplified music, dogs and other pets, and other park matters. Include these guideline with the schedule of park maintenance. Work with police on enforcement.

Over the last two years the BPRD has increased its distribution of a variety of guidelines for park use, including:

- Distribution of park rules and regulations to all vendors and permit users.
- Distribution of revised and improved guidelines to athletic leagues in return for field permits.
- Newly revised and improved contractual agreements with vendors through the Boys & Girls Club.
- New regulatory signage in the Boston Common and Public Garden

The BPRD holds an annual meeting with permitted athletic users to explain regulations and the Department's intention to enforce all rules, especially those pertaining to noise, security, and light fees.

In 1989/90 the BPRD's Regional Administration unit will oversee the next phase of the distribution of guidelines for park use, including the posting of new park regulation signs that better detail park rules and the improvement of the process of permitting park users.

The Park Rangers and Boston Police are present to interpret and enforce the regulations, although the Police emphasis is on security rather than enforcement. For events where amplification or large scale participation occurs, the Regional Administrators are present to monitor adherence to the guidelines.

PHYSICAL CONTEXT: MAINTENANCE
C. Community Relations (cont.)

6. Write contracts and memorandums of agreement with Park Partners, corporate abutters, and park adopters, to clearly spell out respective tasks and responsibilities for the maintenance of specific parks, playgrounds, and squares. Assign staff to aggressively recruit new adopters, to continue working with them, and to monitor agreements. Supply tools and equipment to community cleanup efforts.

Maintenance contracts have been re-negotiated for the following locations:

Statler Park, Downtown Boston
Adams Square, Roslindale
Iacono Playground, Hyde Park
McLaughlin Playground, Mission Hill
Angel Memorial Park, Downtown

New agreements have been or are being established:

The Granary
Boston Common: Parkside
Croissant du Jour
Copley Square, Downtown Boston
Post Office Square, Downtown Boston
Billings Field, West Roxbury
Pemberton Square
BRA parks
Emerald Necklace/MASCO
Smith Playground, Brighton
Sheehy Playground, Mission Hill
Father Buckley (St. Vincent's) Playground, South Boston
Mozart Street Play Area (Blessed Sacrament), Jamaica Plain

Staff from Planning and Development and the Regional Administration have been assigned to aggressively recruit new adopters.

7. Enforce permit regulations.

Regional Administrators consistently track users and enforce permit regulations with the assistance of the Regional Maintenance Superintendent. The BPRD's expanded management staff on evenings and weekends, and the establishment of new Park Partners to serve as "watchdogs" for individual parks, have both improved the Department's enforcement of permit regulations.

Permits are closely monitored by Administration staff, and follow-up by Regional Administrators ensure that the proper use of facility is enforced.

The number of requests for park permits has increased substantially, from 1,140 in 1987 to 1,390 in 1988. The BPRD will continue to expand the number of parks with Park Partners to help provide Regional Administrators with accurate, timely information about permits and park users.

8. Work with other city and state agencies to coordinate maintenance in areas with multiple jurisdictions.

The BPRD has worked successfully with other city and state agencies to coordinate maintenance in multiple jurisdiction areas.

The perimeter boundaries of the Emerald Necklace are the responsibility of the MDC but have constantly been maintained by both BPRD and MDC during the last two years. A Memorandum of Understanding which clearly delineates maintenance responsibilities along the bike path of Jamaica Pond and Olmsted Park has been developed and passed by the Parks Commission in November 1988. Similar agreements will be worked out as construction moves ahead for the Riverway, Back Bay and Fens.

In November 1988 the BPRD and MDC updated its agreement regarding the administration of Franklin Park. The agreement is being updated in the context of a new Master Plan and the overall management of Franklin Park.

The BPRD and BRA are currently drafting a coordinated maintenance plan for BRA-owned parkland that receive maintenance support from the BPRD.

The BPRD provides a limited maintenance and horticultural service to a number of non-Parks Department open spaces, including libraries, fire stations, and community schools.

IV. RESOURCE PROTECTION

RESOURCE PROTECTION

1. Provide quality maintenance of resources. Turf areas need periodic aeration, fertilization, and reseeding. Trees and shrubs need pruning, fertilization, and replacement. Hard surfaces need cleaning and the results of vandalism need to be swiftly repaired to reduce vandals.

The overhauling of the Maintenance division put systems in place to provide regular, quality maintenance of resources, including Turf Maintenance and Tree Care programs.

The BPRD established a Turf Maintenance program in Fall 1987 that performs the following functions at least twice a year as needed: aerate, fertilize, overseed, top dress, and water. To date regular programs are being executed at 18 parks, including:

- William J. Barry Playground
- Billings Field
- Carter Street Playground
- Cassidy Playground
- Connolly/Marcella Playground
- Cusick Playground
- Daisy Park
- Doherty Field
- East Boston Stadium
- Fallon Field
- James Lee Hunt Playground
- Lee/M Street Playground
- Ronan Park
- Smith Playground
- Walsh Playground
- Washington Park

The program is being expanded in 1989 to include 26 to 30 fields.

Given the enormous backlog of requests accumulated over the past five years for tree trimming and pruning, much tree work is still performed in direct response to community requests. Nonetheless in the last 20 months the Department has initiated systematic tree care programs such as the following:

- 37% of trees on Boston Common were trimmed.
- Every tree was pruned in the Public Garden.
- Selected lengths of major thoroughfares were pruned, including Commonwealth Avenue Mall, American Legion Highway, and Beacon Street.

The hiring of a Tree Warden in January 1989 will allow the BPRD to expand systematic, preventive tree maintenance and replacement programs.

New systems have also been instituted to provide preventive maintenance in the following areas:

- play equipment maintenance
- ball field preparation
- tot lot sand distribution
- graffiti removal

The Regional Administrators survey each park within their jurisdiction a minimum of every two weeks and provide survey reports which become part of the weekly maintenance plan. Vandalism, graffiti, and damaged property are reported by Regional Administrators to Maintenance managers immediately, and are the basis for emergency responses.

The professional staff of the Maintenance division, including carpenters, mechanics, painters, and welders, has been increased from 22 to 29 workers.

2. Inventory and develop protection strategies for the most significant environmental features in the parks and conservation lands. Such features include habitat areas, wetlands, steep slopes, views, old unusual trees and other plantings, stream beds, water features and ecosystems.

The BPRD is preparing an assessment for management of wildlife, as part of the Emerald Necklace Master Plan in the Fens, Riverway, Olmsted Park, Jamaica Pond and Franklin Park. The report will list primary wildlife values by system and by individual parks. It will present general strategies for maintaining wildlife values such as forest management techniques, and make specific recommendations on advantageous plant materials and maintenance guidelines.

The BPRD adheres to filing and review procedures of the Boston Conservation Commission, Department of Environmental Quality Engineering and Massachusetts Environmental Protection Agency. Recently, this has included application and review for the bike path along Jamaica Pond and Olmsted Park and the Agassiz Bridge in the Fens. The work of the Olmsted Crew, a horticultural team under the direction of Roxbury Community College specifically trained to restore Olmsted landscapes, has also been reviewed in this manner.

3. Inventory and protect cultural resources including public art and monuments, historic walls, fences gates, buildings and bridges.

In 1988 BPRD created the position of Preservation Planner to oversee short and long term plans for 1,100 acres of historic landscapes and cultural resources in its parks, including bridges, fences, buildings and fountains. The Preservation Planner works closely with the Boston Landmarks Commission, Boston Arts Commission, and the Massachusetts Historical Commission to review and coordinate applications for historic and cultural designations.

The Preservation Planner's duties include:

- Working with the Arts Commission to create a graffiti removal policy on monuments.
- Serving on the Task Force for Public Art and as a voting member of the Browne Fund Committee.
- Developing plans for the renovation and conservation of the Brewer Fountain on Boston Common.
- Serving as project manager for the Olmsted Historic Landscape Preservation Program.
- Developing master plans for Highland Park and Dorchester Park.
- Helping prepare the Management Plan for Boston Common.
- Developing plans for the renovation of the Prado in the North End.

BPRD has continued the Historic Burying Grounds Initiative, a program for the preservation of its 16 historic cemeteries which date from 1630 to 1841. The Initiative's full-time Project Manager implements the Master Plan, developed under the direction of BPRD in 1985-1986, to preserve the historic burying grounds in Boston. The Initiative has taken an inventory of the 12,000-15,000 gravestones and monuments in the historic cemeteries, undertaken gravestone conservation on the Freedom Trail cemeteries and rebuilt walls in seven cemeteries. Comprehensive gravestone conservation in Eliot Burying Ground (Eustis Street) has begun this fall in cooperation with the Center for Preservation Research at Columbia University.

4. Improve and protect water features in the parks. The cleanup of the harbor is critical to our beaches and the islands.

Although the Olmsted Historic Landscape Preservation Program excludes water quality work, the BPRD has used the program to leverage other funds and to focus on the need for such action in the Emerald Necklace. BPRD has received funding from DEQE through the Clean Lakes Program for diagnostic/feasibility studies at Scarboro Pond in Franklin Park and Chandler Pond in Brighton. The BPRD has also applied for Rivers and Harbors funding for the assessment of needs at Ward's Pond in Olmsted Park.

The BPRD is assessing techniques for the removal of phragmites in the Muddy River. Imminent Emerald Necklace projects include restoration of the water leveling mechanism and stabilization of water edges at Jamaica Pond and reestablishment of the original vegetation in the Riverway.

The BPRD complies with the standards of the Boston Conservation Commission when doing construction or planting near water bodies.

5. Explore protective strategies including acquisition, less-than-fee interest, and open space zoning to extend a new level of protection to conservation lands, urban wilds, and community gardens. Create a buffer zone designation to protect the edges of open space resources and especially to protect important views.

The BPRD is working with the GreenSpace Alliance and the Environment Department to broaden the operational support for non-traditional parkland such as community gardens and urban wilds.

Acquisition policies for tot lots have been drafted and ratified by the Park Commission. Other policies regarding active and passive facilities have been drafted for future action.

The BPRD is clearly not in an acquisition phase but recognizes the need to care for open space that is not protected or funded.

The BPRD has initiated the Open Space Pilot Program, designed to ensure adequate park design with respect to a neighborhood's population and density. The program will facilitate a broad-based examination of open space related issues. The BPRD intends to develop open space plans in Mattapan and Roxbury, and to address ownership, maintenance, stewardship, administration, and protection for traditional and non-traditional park land.

6. Provide funding for the maintenance and arrangement of conservation lands for the protection and enhancement of their environmental value.

The BPRD has applied to the Office of Capital Planning to fund model projects as part of the Open Space Pilot Project. These funds may be used for enhancement of environmental value as well as for maintenance of tot lots, community gardens, streetscape and beautification.

7. Control access to parks and open spaces. Vehicles driving or parking on turf areas or walkways should be ticketed. Serious consideration should be given to locking the parks at night.

Over the last two years the BPRD has effectively banned cars from parklands. It now aggressively addresses perimeter parking issues or individual violations on a problem-by-problem basis.

To ban vehicles from parks, and prevent abandoned cars in parks, the BPRD has installed the following equipment over the last two years:

- 70 bollards
- 37 steel swing gates
- 9,000 square feet of perimeter fencing (chain link and iron)
- 500 feet of timber rail fencing

During winter/spring 1989, the BPRD will install additional equipment:

- 14 bollards
- 30 steel swing gates
- 5,000 square feet of perimeter fencing (chain link and iron)
- 1,000 feet of timber rail fencing

BPRD works closely with the Transportation Department in ticketing and controlling parking in the downtown parks, especially the Boston Common. The BPRD is investigating an arrangement to deputize some management staff to ticket illegally parked vehicles on the Boston Common.

The BPRD has experimented with locks on tot lots at the following locations:

- Bradford Street Play Area, South End
- Clarendon Street Tot Lot, Back Bay

Locking parks raises the question of access for residents not holding keys, and the degree of cooperation between key holders and non keyholders has yet to be determined.

8. Give special recognition to historic parks and adopt restoration and protection as their management strategy.

Historic parks receive detailed attention under the BPRD management strategy. In addition to master plans for the Emerald Necklace and the historic cemeteries, the BPRD has developed master plans for neighborhood historic parks including Dorchester Park and Highland Park, and has scheduled maintenance/management plans for Doherty Park in Charlestown, Ringer Park in Brighton, Washington/Malcolm X and Horatio Harris Parks in Roxbury, Ronan Park in Dorchester, and Columbus Park in South Boston.

9. Expand the protection of the urban forest, including parklands and street trees. Prune and fertilize existing street trees and plant new ones, especially on residential streets where community involvement is likely.

In January 1987, tree problems ranked as the most frequent complaint from Boston residents to the BPRD. Since then the Department has quickly moved to establish a process of caring for the estimated 240,000 trees in parks and on city streets, and has implemented the following responses:

- Established a Shade Tree Advisory Committee to make recommendations on undertaking a tree inventory, recruiting a Tree Warden, treating Dutch Elm disease, and selecting species and sites for new plantings.

- Launched a nationwide search for a Tree Warden who will be hired in January 1988. The Shade Tree Committee will then serve in an advisory capacity to the tree warden.

- Worked with Public Facilities Department (PFD) in allocating $1.5 million on new trees, as part of Boston's five year capital improvement plan.

- Established an inventory of more than 1000 new street trees planted each year by other departments within the Administration.

- Implemented over $1 million worth of pruning contracts in the last two years.

- Reinstituted a tree-trimming and pruning crew, which performs basic tree care one week per month in each of the four neighborhood maintenance regions. The crew also coordinates support from Boston Edison and the Department of Public Works.

- Established a system whereby the Horticulture division works with Regional Administrators to prioritize tree care.

The BPRD also worked on a joint program with the Public Space Partnership, to involve residents in plantings and later train them in the care and maintenance of street trees. Brochures were developed in both 1987 and revised in 1988 to accompany the street tree planting.

In FY 90 the BPRD will propose doubling its in-house capacity and will propose increasing the budget for contractual work for trimming, pruning, and removing trees.

RESOURCE PROTECTION (cont.)

10. Recognize that the built structures of the city are but one component of a large natural ecosystem which is the background against which all planning, development, maintenance and management decisions are made.

The BPRD works closely with the Public Facilities Department, the Environment Department, the Boston Redevelopment Authority and other city, state, and federal agencies to promote and advocate for open space.

The Parks Commission also reviews all development proposals that affect open space adjacent to city parkland.

11. Consider transferring maintenance responsibility for conservation lands to the Parks and Recreation Department, which now has the skills and expertise to provide for the typically minimal requirements of such lands.

The Department is currently working with the Environment Department, The GreenSpace Alliance and the Boston Natural Areas Fund to expand its operational support for urban wilds.

Support will include regular condition surveys by Regional Administrators, annual maintenance schedules, and improved signage. The BPRD will increase its operational support for conservation lands while keeping jurisdictional responsibility with the Environment Department.

Recent examples of the BPRD's support for conservation land projects include:

- The Department's assistance to volunteer clearing/cleaning projects at urban wild sites during the summer of 1987 by hauling away all collected rubbish.
- The inclusion of the Condor Street urban wilds in East Boston in the planning for American Legion playground.
- The Maintenance division's completion of a special clearing project in Hyde Park in December 1988, launching an ongoing effort to clear away major debris from urban wild sites.

V. OPEN SPACE ACQUISITION AND PRESERVATION

OPEN SPACE ACQUISITION & PRESERVATION

1. Develop an interagency Master Plan for the acquisition or designation of already existing public lands for all open space purposes, according to city-wide and community needs and desires, and strategic implementation plan.

The city-wide description of open space needs was defined by the Office of Capital Planning's two-volume Open Space Plan in 1986. The Office of Capital Planning expects to form an interagency committee in which the BPRD will participate to coordinate policy around all open spaces.

One means of acquiring or designating existing public land is the BPRD's Open Space Pilot Program, which selects three neighborhoods, defines criteria for open space standards, and lays the foundation for three model projects, including a tot lot, community garden, and a non-traditional alternative.

2. Develop a priority list of parks and open space acquisitions and designations, based on restoring or creating links between all types of open spaces, preserving unique views and natural features, and relieving neighborhoods with the highest building densities. A supply and demand study could help in the determination of need. Continue existing acquisition efforts, such as the MDC's acquisition of Brook Farm and of sites along the Dorchester and Neponset shores.

The BPRD agrees that open space acquisition is an appropriate pursuit, but will do it in a targeted, cautious way. Due to the current limits of the operating budget and capital funds for parks, the BPRD will not aggressively pursue large scale acquisition.

Open space under consideration for acquisition by BPRD includes:

- Sites determined by the Open Space Pilot Program, which has targeted the development of open space in three neighborhoods.
- Sears Parking Lot, which will be returned to the Olmsted system.
- Non-parkland adjacent to Roberts Playground, which will enhance security and maintenance.
- Beldon Street/Dorchester, vacant lot will be acquired and converted to a tot lot.

The BPRD is currently completing a Demand Study survey of open spaces and recreation preferences of each neighborhood. That Study will help establish priority listing of future acquisitions by the Department.

3. Provide permanent open space designation of community-supported urban gardens on publicly-owned parcels through zoning or disposition to groups which can assure garden permanence. Where a site must be developed, provide accessible alternative sites.

The BPRD recognizes the attraction that community gardens bring to community life, and endorses their preservation. The Department works with PFD and BRA for zoning community gardens. Two specific examples are:

- The Emerald Necklace Masterplan advocates the Victory Gardens as a permanent part of that park, promising to add considerable improvement to drainage, fencing, and access.

- Design standards are being developed with the BRA and PFD to improve visual and real access to gardens city-wide, and make them neighbors in an urban environment.

4. Adopt the recommendations of the BRA's Urban Wilds Study; provide a priority list of urban wilds and other significant conservation sites which should be preserved because of community, city-wide, or natural significance. Develop a strategic plan for the acquisition of priority sites.

The BPRD is currently working with the GreenSpace Alliance and the Boston Natural Areas Fund to strengthen operational support mechanisms for the care of urban wilds.

While it is the interest of the Department to increase operational support while leaving ownership to the Environmental Department, the BPRD Open Space Pilot Program may identify selected sites that should be acquired by BPRD.

5. Incorporate, and make public, open space standards for downtown development proposals. Such standards should include links to adjacent public open spaces and walkways, sight lines to the harbor and parklands, sun exposure on the street level, and mitigation of wind effects. Provide for the open space needs of workers and new residents, as well as the general public. Harbor access should be a top priority.

The BPRD looks to the BRA for expertise in evaluating complex environmental impacts posed by downtown development. Wherever possible BPRD promotes the link between the development and abutting or nearly abutting parkland. Recent examples include:

- The Department has reviewed the site plans for three properties abutting the Boston Common which came before the Parks Commission.

- The Department created a model for 73 Tremont Street development abutting The Granary, by making capital improvements, maintenance, and stewardship of joint importance to BPRD and the developer.

The BPRD is working with other city agencies to clarify and define open space standards throughout the city. The Open Space Pilot program, targeting Dudley, Highland Park and Franklin Field, will provide useful information in establishing consistent standards applicable throughout the city.

The BPRD takes an active role in developments in various stages of planning and reviews designs for downtown spaces including Post Office Square, City Hall Plaza, and Pemberton Square.

6. Continue vigorous regulation of tidelands development, placing a high priority on the improvement of public access to the harbor and the waterfront.

The BPRD is an active participant in Boston's Harborpark/Harborwalk planning program, initiated by Mayor Flynn in October 1984 for the redevelopment of Boston's waterfront.

The BPRD submitted a summary of improvement plans for waterfront parks to the BRA, the agency coordinating the project, and will continue to coordinate efforts as the Harborpark Master Plan evolves.

The BPRD parks involved in the Harborpark/Harborwalk plan include:

- American Legion Park, East Boston
- Ryan Playground, Charlestown
- LoPresti Park, East Boston
- Boston Common, Downtown

The BPRD will continue to work with the BRA and other agencies to coordinate improved public access along the waterfront adjacent to BPRD parks.

7. Recognize the historic parks and adopt restoration and protection as their management priorities.

The BPRD has drafted restoration plans for its historic parks. Examples include:

- Olmsted Capital and Maintenance Management Plan.
- Dorchester Park Master Plan
- Highland Park Master Plan
- Franklin Field Master Plan
- Historic Cemeteries Restoration Plan

Using the talents of in-house landscape teams, the BPRD plans to develop restoration/protection plans for other historic parks, including Doherty Park in Charlestown, Ringer Park in Brighton, Washington/Malcolm X Park in Roxbury, Horatio Harris Park in Roxbury, Ronan Park in Dorchester, and Columbus Park in South Boston.

8. Incorporate open space standards in all requests for proposals for the disposition and development of city-owned vacant lands.

The BPRD's Planning and Development unit, working with the GreenSpace Alliance, is developing open space standards for the disposition and development of city-owned vacant lands through the Open Space Initiative Pilot Program.

These standards will be primarily utilized by the PFD to classify over 2700 parcels of land throughout the city.

9. Through a neighborhood-based planning process, and negotiations with owners, extend open space designations to undeveloped parcels the community presently uses or plans to use as parks, gardens, tot lots, sitting areas, and game courts.

As the City's prime advocate of open space in Boston, the BPRD consistently promotes open space designations to other city agencies, where there is community support.

The Open Space Pilot Program, designed to ensure adequate park design with respect to a neighborhood's population and density, will help create guidelines for future open space advocacy.

10. Explore alternative strategies and funding mechanisms for land protection, as well as cooperative arrangements for the protection of institutional lands.

While the priority use of city funds allocated to parks is to reverse decades of deterioration of existing parklands, the BPRD continues to build on the successful examples of alternative strategy and funding mechanisms for land protection.

Examples of ongoing work include:

- 73 Tremont Street -- stewardship arrangement with developer to protect and maintain.
- Fens -- expanded the efforts to protect the Fens, through institutional funds and public funds.
- MASCO (Medical Area Service Corporation) -- pending establishment of agreement with MASCO to protect the Riverway.

VI. EQUAL ACCESS

EQUAL ACCESS

1. Develop active outreach campaigns to promote all facilities and activities throughout each system. Print major promotional materials in Spanish and other languages spoken by significant numbers of area residents. Develop a public relations plan to create a new image of equal access in the public consciousness.

The BPRD has developed aggressive outreach campaigns to promote all facilities and activities in a way that underlines equal access.

Examples of outreach efforts in 1988 include:

- Approximately 100,000 direct mail flyers were sent to families in public and parochial schools, community groups, day care centers, and other user organizations.
- Individual parks programs were advertised in English and Spanish for Hannon, Mozart, Ronan, and O'Day Playgrounds.
- Advertisements were run in Spanish and English on radio and in weekly papers as well as The Boston Herald and the Bay State Banner.
- Human interest stories were placed in all area newspapers.
- The BPRD's Programming division hired a Community Specialist for the Hispanic and Asian communities to promote equal access in all park activities.
- The summer programming combined regional activities that brought together residents from different backgrounds, races, and neighborhoods.

2. Institute "affirmative action" policies for open spaces, targeting improved maintenance and programming and an increased capital investment at parklands and facilities in minority communities.

The BPRD has consistently made low income areas a target for capital, maintenance, and programming improvements. In the first three years of Boston's capital improvement program "Rebuilding Boston," the BPRD estimates that nearly 50% of resources have been targeted to low income communities.

The capital budget, which addresses over 90% of the BPRD playground facilities, has a significant emphasis on minority communities. Improved programming and maintenance also emphasize low income communities.

Capital Improvements

Examples of large scale capital projects completed or about to begin construction in low income communities include:

Connolly/Marcella Park, Roxbury
Corbett Park, Dorchester
Little Scobie, Roxbury
Carter Playground, South End
Derby/Ramsey Park, South End
Franklin Park Golf Course, Roxbury
Hannon Playground, Dorchester
Hunt Playground, Mattapan
Jefferson Playground, Roxbury
McKinney Playground, Brighton
McLaughin Playground, Roxbury
Peter's Park, South End
Ringer Playground, Brighton
Rotch Park, South End
Crawford Playground, Roxbury

Programming

Examples of summer programs that targeted low income communities include:

- Fishing derbies at Jamaica Pond and Castle Island draw children from all neighborhoods.

- The Courageous Sailing Program includes children from every sector of the city to learn to sail together.

EQUAL ACCESS (cont.)

- The Black 350th program instructs children in Roxbury and Mattapan on the history of blacks in Boston.

- Rugby at Franklin Park, Golf at Franklin Park, and the Fitness Program in Jamaica Plain were all targeted to minority youth.

Maintenance

In 1988 the BPRD undertook large scale maintenance projects in minority communities to reverse years of neglect. Examples of maintenance efforts include:

- Walker Playground/Mattapan - cleaning, removing abandoned cars, replanting.

- Franklin Field/Dorchester - cut back overgrowth to install basketball courts, tot lot, and repair benches.

- Washington Park/Roxbury - removed old tot lot equipment, installed new basketball rims.

- Titus Sparrow Park/South End - tree planting, benches.

3. Run programs and special events in parks which will attract people from all Boston neighborhoods and all racial, ethnic, and economic sectors. Hold such programs and events at parks perceived as off-limits by any particular sector. Link programs now operating in different neighborhoods and communities, permitting children, teens, adults, and seniors to participate in racially mixed groups events and travel to parts of the park system they normally do not visit.

The BPRD's Programming division has implemented a concerted program that guarantees multi-racial participation in regional parks, some of which may be perceived as being off-limits. Examples include:

EVENT	PARK	NEIGHBORHOOD
Youth Olympics	Columbus Park	South Boston
Courageous Sailing	Navy Yard	Charlestown
Ebony-Ivory League	The Fens	Fens
Golf and Rugby	Franklin Park	Roxbury
Fun Night Concerts	16 parks	8 neighborhoods
Baseball finals	E. Boston Stadium	East Boston
Concerts on the Plaza	Boston City Hall	Downtown

The Courageous Sailing program in Charlestown is the single most successful example of a regional program designed to include youth from every Boston neighborhood. In summer 1988 children regularly attended from these housing developments and neighborhood non profits:

- Morton Gallivan Development/Mattapan
- Franklin Hill Development/Dorchester
- Bunker Hill Development/Charlestown
- Ahern Community School/West Roxbury
- Bird Street Recreation Center/Dorchester
- Harborside Community School/East Boston
- Lee Community School/Roxbury
- Carrol Center for the Blind/Newton
- Orchard Park Development/Roxbury
- Fanueil Housing Development/Brighton

EQUAL ACCESS (cont.)

The BPRD also introduced two new, highly successful programs this summer that encouraged multi-racial participation.

- ParkLink brought over 1500 youth from 18 BHA developments to park activities throughout Boston. Funded with a $43,000 grant from the Boston business community, the program was jointly sponsored by BPRD and Community Schools. Ten different neighborhoods were selected for this pilot program, which will become a permanent feature of the Department's summer programming.

- Sox Talk brought Red Sox players to regional and neighborhood parks to demonstrate baseball fundamentals and talk about youth issues to Boston youths. The Sox made 15 appearances, and 3,000 children attended.

4. Aggressively enforce a policy of integration throughout the City's squares, parks, playgrounds, beaches, and conservation lands.

   . Enforce all laws and regulations against behavior exhibiting discrimination on the basis of race, national origin, gender, and age.

   . Report and respond to racial incidents quickly.

   . Enlist the support of the media in publicly denouncing intolerable behavior and in covering multi-racial events and places.

   . Coordinate the anti-discrimination policies of BPRD, MDC Police, and the Boston Police Department.

The BPRD supports the Police Department policy of equal access throughout the city, working as a team to quickly respond to racial incidents or aberrant behavior in parklands. Senior staff and Regional Administrators work regularly with the Police Community Disorders Unit to identify and address all problems in parks. The Boston Park Rangers have worked closely with the police to help establish a presence in parks which promotes greater sense of security within the park system.

5. Design and rehabilitate existing parks and playgrounds and their facilities to increase accessibility to the physically disabled. Develop additional programs for people with all types of disabilities. Reach out to let disabled people know about barrier-free facilities, and special and regular programs which suit their needs.

The BPRD is committed to increasing accessibility to the physically disabled, and follows the guidelines established by the federal government. Over the past 20 months the BPRD has:

- Hired Adaptive Environments Co. in 1987 to evaluate capital projects and determine the barriers for people with disabilities. Adaptive Environments also performed accessibility audits for Capital II projects.

- Introduced accessibility awareness training and presented self-evaluation tools to senior staff.

- Trained Planning & Development staff to perform structural evaluation of park properties, and to ensure that park renovations remove accessibility barriers.

- Purchased four accessible sailboats for the Jamaica Pond Sailing program in summer 1988. Constructed wooden ramps to provide accessibility to dock area.

- Staffed six playgrounds in 1987 and four playgrounds in 1988 with accessible programs. Hired Very Special Arts to present programs that integrated disabled and able-bodied children in summer programming.

- Trained Programming staff to evaluate the division's programs, policies and practices using evaluation tool designed by the Boston Commission for Persons with Disabilities.

- Participated in Special Olympics programs in summer 1988, helping to coordinate efforts of other City agencies.

Under Boston's Capital Improvement Plan, the BPRD is using a $1 million Play Lot Renovation Project to upgrade equipment and create three physically accessible play areas. In addition, 15 tot lots under the capital plan will be handicapped accessible.

The Project includes research into playgrounds for disabled children located around the country. The Planning unit is consulting with the Center for Human Environment in New York, which is conducting federally conducted research on accessible play environments.

6. Expand the recruitment and training of minorities for all levels of management; provide access in educational and recreational programming, engineering, maintenance, and skilled landscaping work; and provide opportunities for promotion. Continue to aggressively pursue an affirmative action plan in the internal hiring and promoting of employees.

The BPRD has hired an Affirmative Action manager to increase minority levels in personnel, operations, contracts, and capital contracts.

The goal is to combine promotions from within, especially in the Maintenance division, with recruiting from the public and private sectors.

An analysis of the increased hiring of minority staff shows:

Unit	1986 Minority	1988 Minority
Administration & Finance	1	3
Maintenance	28	44
Planning and Development	0	3
Programming	3	5
Regional Administration	0	4
Horticulture	2	3

7. Recruit Spanish-speaking workers for parks heavily used by Latinos, and, as much as possible, follow this model for other minority groups, such as Southeast Asians. Place bilingual signs in appropriate parks and playgrounds.

The BPRD has hired a community specialist to increase participation among Spanish speaking groups in city parks. The liaison will continue efforts to recruit and hire bilingual staff to represent the diversified ethnic groups in Boston.

Efforts over the last two years include:

- In summer 1988 bilingual staff were assigned to Ronan, Hannon, O'Day, and Mozart playgrounds, and bilingual schedules and promotional materials were distributed in those parks.

- A bilingual correspondence/mailing list is being developed in-house for regular mailings.

- Written correspondence is available in Spanish.

Efforts underway for 1989 include:

- Specific bilingual events will be encouraged by the BPRD through input from local communities.

- Bilingual signage will be installed in 1989.

8. Strengthen and formalize working relationships between Boston's Parks & Recreation Department, the MDC, the Boston Public Schools, the Boston Community Schools, and the parochial schools. Encourage multi-racial and multi-class classroom activities in the parks and open spaces which will change youths' perception of the parks from unsafe neighborhood turfs to safe city-wide territory.

The BPRD has worked closely this year to strengthen and formalize outreach with the Boston Public Schools, Community Schools and parochial schools through a series of programs that were directly marketed to school children.

- 100,000 promotional flyers were mailed in mid-May to the homes of children attending Boston Public Schools, Community Schools, and parochial schools and flyers were delivered directly for distribution.

- The BPRD and Community Schools worked on jointly sponsored summer programs like Youth Olympics, the Mayor's Cup games, and other athletic competitions that brought children together from throughout the city.

- ParkLink, jointly administered by the BPRD, Community Schools, and the BHA, took children from 18 housing developments in ten neighborhoods to city-wide activities like sailing, concerts, and ball games.

- The BPRD, Mass Audubon: Boston, and the GreenSpace Alliance, in conjunction with the Boston Public Schools, planted bulbs in 11 neighborhood parks in October, as part of a larger environmental awareness week.

- The Black 350th Celebration was taught as part of the summer program in parks in Mattapan and Roxbury.

The Department will work aggressively to strengthen existing multi-racial and multi-class activities and to institute new ones.

9. Map, publish, and publicize public transportation routes to parks, playgrounds, gardens, urban wilds, conservation lands, and beaches - both within the city limits and beyond. With the MBTA, develop weekend transportation loops, with special one-day fares, linking parks and beaches with all of the Boston's neighborhoods.

A portion of BPRD promotional material, particularly Boston Park Rangers information, displays maps and transportation routes.

The BPRD and MBTA worked closely to publicize the annual Christmas tree lighting on Boston Common. 450 advertising cards were displayed on subway cars throughout November, announcing a the five day schedule of activities.

More wide-scale promotion associating parks and public transportation is being developed.

VII. PUBLIC SAFETY

PUBLIC SAFETY

1. Make the patrol and enforcement of security in parks an increased priority for police agencies. Increase the enforcement of laws relating to the destruction of park property and crime in the parks.

Since January 1987, when the Parks Commissioner directly requested that park security become a priority for the Boston Police, both departments have closely coordinated efforts to combat crime and enforce laws in parks. Actions taken include:

- The Police Commissioner requires the field service patrolling unit of uniformed police officers to submit weekly reports on incidences in the parks.

- Police command staff and Park senior staff meet regularly through the year to discuss an overall strategy to reduce crime in the parks. In May 1988, both staffs met with district judges to discuss ways to target vandalism, public drinking, and drug activity in the parks.

- Regular statistics, recorded for the first time, indicate that with increased patrolling, the number of arrests in parks declined from 190 to 97 between 8/87 and 8/88.

- Each summer the Police Commissioner regularly visits staffed playgrounds and meets with local youths when tensions arise. Officers regularly check in with playground staff as part of their rounds.

- Both departments, in response to community requests, increased enforcement at specific parks, including Hannon, Mozart and Ramsey/Derby Parks.

- The Community Disorders Unit, responsible for responding to civil rights violations, worked actively with residents in multi-racial parks to ensure that respect for others was the rationale of the summer.

The BPRD initiated the Boston Common Management Plan, which outlines respective tasks of the Police and Park Rangers, and offers a plan to promote public safety and security in the park.

PFD's Municipal Police Force works closely with the BPRD, patrolling parks with buildings year round. PFD Force is closely involved in security for the Franklin Park golf course currently being renovated.

The increased communication between the parks and police staffs is credited with the heightened sense of security and the reduction of crime in the parks. Though crime is not eliminated, it has been significantly reduced in the parks.

2. Develop interagency coordination and cooperation in patrolling parklands and responding to criminal incidents.

The communication between the Police and Parks Commissioners and their staffs at the highest level has improved communication at all levels, including patrolling officers and summer staffers.

The Boston Park Rangers work closely with patrolling officers of both the Boston Police and PFD municipal police, immediately reporting park violations and crimes. Large scale events last summer were coordinated without incident.

In May 1988 the Police and Parks Departments hosted a meeting at the Parkman House with Mayor Flynn and District Court Judges to discuss mutual concerns about public drinking and other illegal activity in parks. The meeting was frank and constructive, and laid the groundwork for potential new programs to discourage illegal activity in the parks.

3. Provide in-service training for police officers to develop their understanding of their important role in the security of people in parks and the protection of parks resources. Officers assigned to parklands should be encouraged to learn about the parks.

Over the last two years, dialog at senior levels filtered down to all levels of the Police Department. Ongoing information on park security is now an integral part of the general education of police officers, including the new classes of recruits.

The Parks Commissioner and Regional Administrators have hosted a series of events over the last two years that recognized exemplary performances by police officers in the parks.

4. Consider developing a cadre of officers who could specialize in park patrols.

Given the current success of the Boston Police Department and the Public Facilities Municipal police, the BPRD believes it is more cost effective to dedicate resources to expanding and improving the program already in place, rather than developing a specialized cadre.

5. Establish effective and respectful communications between Park Rangers and police agencies at the management and field levels.

Prior to 1987, substantial confusion existed about the respective role of the Rangers, the Boston Police, and the PFD Police Force. These roles were defined and clarified in a series of meetings in winter 1987-88, which led specifically to the downtown security plan, that delineated Rangers versus Police mounted patrols, cars versus motorcycles, and vehicle versus walking patrols.

The Rangers have initiated a procedure for automatically notifying the Boston Police of criminal activity in the parks in which they work. A follow up report by the Rangers is then sent to the Police Department and to the Parks Programming Director.

6. Include community gardens in police patrols of neighborhood parks and open spaces.

While the Boston Police Department now includes community gardens on its regular rounds, the BPRD hopes to take a proactive role in ensuring greater security for specific gardens that require special attention as part of the Department's 1989 security arrangements with the BPRD and the PFD Municipal Force.

7. Establish community-based park watches in conjunction with neighborhood watches, neighborhood patrols, and a hotline for park problems.

The BPRD is aggressively expanding its Park Partners program, a portion of whose function is to act as 'eyes and ears' for the park. In parks where drug activity is likely, the Community Disorders Unit works closely with neighborhood residents to monitor activity there.

The Regional Administrators are available to respond to all park problems. The Mayor's 24 hour hotline is used during non-office hours to reach Regional Administrators and senior staff to resolve any emergencies or park problems.

The Regional Administrators meet weekly with the Deputy Superintendent in the respective regions to discuss concerns of the community about public safety issues in the parks.

8. Rehabilitate existing parks and design new parks in ways which increase visual access for police patrols.

The BPRD instructs architects and designers to design parks that are inviting and safe, with specific attention toward park entrances and exits, to provide visibility to patrolling officers at all hours.

Examples of recent entrance improvements include:

- Doherty Field/Dorchester
- Roberts Playground/Dorchester
- Little Scobie/Roxbury
- Parkman Playground/Jamaica Pond
- Hardiman Playground/Allston-Brighton
- North End Park/North End
- Downer Avenue Playground/Dorchester
- Sweeney Playground/South Boston

The BPRD has a standard operating procedure for replacing and installing both pedestrian and flood lights in city parks to ensure Police accessibility.

In September 1988 the BPRD began an aggressive Lighting Repair Program for pedestrian lights to streamline response to requests for repairs. Requests to replace malfunctioning pedestrian lights are channeled through the Assistant Commissioner to the Public Works Department, and replaced within five working days.

In 1989, under a new capital Pedestrian Repair Program, 300 new pedestrian lights will be installed in parks throughout the city, where need has been identified by Regional Administrators and community groups.

Flood lights on ballfields, tennis and basketball courts are reported directly to Planning and Development, and depending upon location and overall conditions, bulbs are replaced within five working days. In 1988, 900 lights were replaced on fields and courts.

9. Provide a Park Ranger presence in as many parks as possible, for as long a day and season as possible.

Over the last 24 months the Park Rangers have expanded their standards operation from a June-September to an April-November cycle, and have a core staff of five rangers year round and have expanded from eight to ten hour days.

In summer 1988, Park Ranger patrols were expanded to include walking tours in the historic cemeteries and environmental programs in neighborhood parks.

Thanks to increased programming and presence, over 15,000 people participated in Park Ranger tours this summer and fall, compared to 8,000 in 1987.

Given the success of the expanding Ranger program, which maximizes available resources and staff, further expansion could only come about with additional funding.

The Ranger budget has increased from $225,000 in 1986 to $545,000 in 1988, but in the short term is expected to stabilize if the Department enters a level funded operating environment. The Department will seek corporate sponsorship of Ranger programs in 1989 and 1990 in order to support expansion of the program.

10. Promptly repair broken and vandalized facilities.

Over the last two years, the BPRD has tackled a backlog of broken and vandalized facilities that had built up over decades. The Director of Trades oversees a quarterly survey of facilities in all parks -- with increased emphasis on parks renovated with capital funds - and commands a program of preventative maintenance.

The Maintenance division has aggressively defined these repairs as a priority, and has undertaken the following:

- Collaborates with Regional Administrators, who help the Maintenance division set priorities on the surveys.
- Works closely with Public Works Department to repair park pedestrian lighting, with a daily response system for installing broken light bulbs. In addition, over 300 new lights are being installed throughout the city, beginning spring 1989.
- Coordinates the removal of graffiti from statues and public art, in cooperation with the Environment Department conservator and the Parks maintenance staff.

Repairs over the last two years include the installation of:

- 9,000 linear feet of fencing
- 500 tons of sand replaced
- 30 new baseball backstops
- 37 steel swing gates
- 70 new bollards
- 50 new basketball backboards
- 55 sites received received new tot lot equipment

VIII. PROGRAMMING

PROGRAMMING

1. Continue to increase the number of programs, activities, special events, and evening programs at an increasing number of park sites.

Participation in city-sponsored park activities has increased 350% since 1986; this summer over 180,000 people joined in Parks Department programs. Thirty thousand hours of programming -- 275 different events -- were presented in the summer of 88.

Existing programs with increases include:

- "Fun Nights in the City" concerts increased from 24 in 1987 to 32 concerts in 1988. Sixteen different sites were programmed to bring this program to as many neighborhoods as possible.

- The Jamaica Pond Sailing program doubled the program hours and tripled the number of boats available (from four to twelve boats) including four specifically designed to enable physically challenged sailors to participate.

- The Park staffing program expanded contractor services and continued to widen its variety of programming. The Boston Children's Theatre instructed children in the act of making hand puppets and masks, and helped them to write scripts that reflected their own cultural experiences. The Children's Theatre also performed in the staffed parks with their traveling version of "Beauty and the Beast."

- The Park Rangers expanded its program to include instruction at neighborhood parks as well as the Emerald Necklace. Fishing, birdwatching, and orienteering instruction attracted many new users to the parks. Over 11,000 people toured parks and cemeteries with the Rangers this summer.

New programs include:

- A Junior Golf Program was added at Franklin Park Golf Course to compliment the existing program at George Wright Golf Course.

- Weekly brass ensemble concerts were performed each Thursday on Boston Common and the Waterfront Park during lunch and dinner hours.

- The Fast Break Basketball League brought Boston Housing Authority (BHA) residents ages 14 -18 together every Saturday morning at the Fens. This pilot league had residents of developments in Roxbury, South Boston and Charlestown competing against each other in basketball over a twelve week period.

- Sox Talk brought top Boston Red Sox players to neighborhood parks to instruct neighborhood youth about baseball and speak to them about various youth issues like substance abuse prevention, the problem of youth violence and the importance of education.

- ParkLink brought over 1500 youths from BHA developments to park activities throughout the city. Eighteen housing developments from ten neighborhoods were involved.

- The 350th Celebration of Black Presence in Boston presented historical and cultural aspects of the minority community in summer 1988. The program was presented in Mattapan (Walker Playground), Dorchester (Hannon Playground), Roxbury (Trotter Playground), and the South End (O'Day Playground).

2. Design programs to attract and involve new immigrant groups at the facilities which they use and other programs which reinforce the pride of minority people through their own recreational and cultural challenges.

Several programs in summer 1988 specifically addressed the cultural and ethnic heritage of the participants.

- "Boston Celebrates 350 Years of Black Presence" used storytellers, rap song writing, and mural painting to educate children and celebrate the heritage of blacks in Boston. The program was held at Trotter, O'Day, Walker and Hannon Playgrounds.

- The Boston Children's Theatre instructed children in theatre and worked with the youth to write scripts that reflected their own cultural experiences.

- "Fun Nights in the City" targeted the cultural and ethnic diversity of each neighborhood park. Concerts included a Russian Ensemble in Brighton Square; Italian singers and dancers at Brophy Park in East Boston; Irish music at M. Street Park in South Boston and Dorchester Park in Dorchester; Latin Teen Singers at Sheehy Park in Mission Hill, and a Reggae band at Titus Sparrow Park in South End.

- "A Common Tradition Christmas" celebration on Boston Common in early December featured music and dance from various ethnic, religious and cultural traditions, including Asian, South American, African, Irish, Italian, Polish, Jewish, Canadian, and American. The five days of seasonal tradition leading up to the Christmas tree lighting was attended by thousands of Boston residents and shoppers.

- The BPRD has encouraged various ethnic groups from throughout the City to participate in programs like the Soccer league and Rugby league in Franklin Park.

A newly hired liaison with the Hispanic and Asian communities will increase the outreach to ethnic groups within Boston and expand the program to attract and involve new immigrant groups.

3. Work with non-profit providers and community groups in the design and provision of park programs.

The feedback from nearly 200 non-profit providers and community groups last winter was the core of the BPRD's success in summer 1988. The Regional Administrators and Programming staff worked with the community to design the appropriate programs, the number of hours needed, and the logistics of creating city-wide programs like the Jamaica Pond and Courageous Sailing programs, programs that could be utilized by each neighborhood.

These non-profit providers and community groups will continue to provide feedback on existing programs and give input into future programming. The Recreational Masterplan being finalized with Northeastern University will structure an annual cycle which includes a mandated period of review and proposed redesign by non-profit providers and community groups.

The BPRD has expanded financial support through its operating budget to non-profit and community groups from approximately $462,900 in FY 86 to an estimated $1,100,000 in FY 89. These groups include Park Partners, program contractors, and non profit organizations providing services in parks.

The BPRD also gives financial and technical assistance and equipment to Park Partners and other community groups for their local park or playground.

4. Develop and expand programs which bring together racially, ethnically, and economically diverse city residents.

The BPRD has created several programs to bring together residents from throughout Boston's neighborhoods. Examples include:

- Sox Talk brought Red Sox players into five parks to conduct baseball clinics and talk to the youth about important social issues like substance abuse and youth violence and the importance of education.

- ParkLink targeted public housing residents of Boston, ages 12 - 16, and was designed to break the isolation of youth in public housing by bringing them to a new environment where they interact with youth from other parts of the city.

- Fastbreak Basketball League gathered youths from various Boston Housing Authority developments in Charlestown, Roxbury and South Boston to meet every Saturday morning the Fens to play inter-neighborhood basketball.

These successful programs, which created multi-racial and ethnic opportunities for Boston residents, will be incorporated into next summer's programming.

5. Use recreational programming as a tool to teach young people about the environment.

The BPRD's environmental education program, under the direction of the Boston Park Rangers, offers recreational programming as a tool to teach young people about the environment.

The Rangers expanded that program in 1988 beyond the Emerald Necklace to include four neighborhood parks, where courses on orienteering, fishing, nature, and other environmental issues were introduced. Part of this work was coordinated with Mass Audubon: Boston, including October's bulb planting program in the following parks:

Blackstone Square, South End
Brophy Park, East Boston
Clifford Park, Roxbury
Columbus Park, South Boston
Copps Hill Terrace, North End
Franklin Park, Roxbury
Howe Park, Roxbury
Jefferson Park, Mission Hill
Mozart Playground, Jamaica Plain
Rogers Park, Allston-Brighton
Doherty Field, Dorchester

This fall the BPRD produced a 28 page nature coloring book, describing plants, birds, insects, and animals in the Boston park system. This book will be given to children at various Ranger events throughout the year.

The Boston Park Rangers will continue to expand the environmental education program. In January 1989 the Rangers will implement a pilot environmental education program in six schools, teaching fifth and sixth graders about the environment over a six week period. The program will include field trips to local parks. The pilot program will be evaluated and developed into an ongoing, expanded curriculum.

6. Build cooperative relationships with the public and parochial schools and with the Boston Community Schools.

Over the past two years the BPRD has built cooperative relationships with the school systems in Boston, including the public, parochial, and community schools.

All city programs and summer activities continue to be coordinated by the Mayor's Youth Cabinet, under the guidance of the Executive Director of Boston Community Schools. The cabinet makes maximum use of available city resources, avoids duplication and encourages interagency cooperation.

In early June the BPRD mailed 35,000 summer brochures to the homes of public school children, and delivered thousands more to parochial and Boston Community Schools.

The BPRD targets schools for special events such as weekend football camps, golf tournaments, and sailing lessons at the Courageous Sailing Center.

The BPRD, with Community Schools and the Boston Housing Authority, introduced ParkLink, which serves as a model of coordinated programming linking city agencies serving youth.

7. Continue the development of a Five-Year Recreation Master Plan. Continue and expand the beginning of excellent summer and evening programs in neighborhood parks.

The BPRD has been working with Northeastern University staff over the last two years to finalize the Recreation Masterplan. The Department is currently supervising the following timetable of the Masterplan:

. December 1, 1988	Departmental review of data.
. January 1, 1988	Rough draft of analysis.
. February 15, 1989	Final draft of analysis.
. March 5, 1989	Send out Final Draft to advisors.
. March 18,1989	Recreation Masterplan Conference to review progress.

The Programming division accepted recommendations and expanded on programming in summer 1988. Thirty thousand hours of programming, over 275 different events, led to 180,000 park users this summer, an increase of 350% over 1986, and nearly double last summer's attendance.

8. Conduct a supply and demand study to match existing recreational resources with available facilities and to determine new needs and the development of new facilities for neighborhood and regional parks.

The BPRD hired the Atlantic Research Group to conduct a demand study of every neighborhood in Boston. Results are being finalized in the fall, and matched with supply information from the Mayor's Open Space Plan.

The demand study divided the city into nine districts, allowing the BPRD to determine specific programs at facilities in a way that reflects needs by neighborhoods. This information, which is accurate within a plus/minus ratio of 3%, can be used by other city agencies associated with recreational facilities.

The Recreation Masterplan sets up a formal advisory process for all non profit agencies, service delivery groups, and interested support groups in the City, and allows them to advise and plan with the BPRD for all future programming decisions.

9. Use existing buildings on the grounds of parks and playgrounds, or build new ones, for rest rooms, for the storage of play and maintenance equipment, and for field offices for the park superintendent, playground supervisor, or park partner.

Field houses have been restored and opened for service at scheduled hours posted on each building at Doherty Field in Dorchester, Columbus Field in South Boston, and East Boston Stadium. Through the completion of the capital plan in 1992, field houses are expected to be renovated at Hunt Playground in Mattapan, American Legion Playground in East Boston, Billings Field, West Roxbury, Clemente Playground in Fens. Cassidy Playground in Brighton and Ryan Playground in Charlestown will have partial renovations done.

A prototype field house in five neighborhood parks is being designed in the winter of 1989. The facility which will provide rest room and limited storage, is expected to be constructed in 1989 in the following parks:

M Street Park/South Boston
Barry Field/Charlestown
Carter Playground/South End
Marcella Playground/Roxbury
Fallon Field/Roslindale

Based on an evaluation of the results of the initial prototype installations, the Department expects to expand installation to approximately 20 fields by the completion of the capital plan.

Rest rooms are being added to large scale public buildings, including the new Boston Common Visitor Information Center in downtown, and the Prado in the North End.

10. Increase visitor services including public telephones, information booths, water fountains, comfort facilities, and concessions.

Public telephones, information booths, water fountains, comfort facilities, and concessions have been increased over the last twenty months by the BPRD.

- The new Boston Common Visitor Information Booth, scheduled for completion in 1990, is a state of the art facility that includes telephones, water fountains, and rest rooms.

- Starting in May 1988, portable toilets have been in the Public Garden and Boston Common in spring, summer, and fall.

- The Prado in the North End will have a new fountain,lighting, and bathroom facilities in 1989.

- The Ranger Station at the Franklin Park Golf Course will serve as an interim visitor information center. The construction of a permanent visitors center at Franklin Park has been recommended by BPRD as part of the City's Capital Plan.

- Concession contracts with the Boys and Girls Club of Boston will continue, and efforts to increase concession services are being developed, including expanded concessions at Copley Square Park and Post Office Square.

- Water fountains continue to be a major focus of the capital improvement programs.

IX. ENVIRONMENTAL EDUCATION

ENVIRONMENTAL EDUCATION

1. Build a strategy of environmental education that will specifically reach urban children and their families, to allow them to appreciate urban open spaces for the rich natural, cultural, and recreational opportunities they provide.

The BPRD has laid the groundwork for a formal environmental education program that will reach urban children and their families. Efforts to date have focused on Park Ranger activities, summer staffed playgrounds, and introductory beautification projects.

Ranger programs targeted specifically at children and their families include:

- Orienteering - instruction in outdoor skills of utilizing a map and compass, and trail blazing, aided by fun activities.

- Park explorations - ecological lessons that give children a basic understanding of their surroundings. Topics and activities include: pond ecology, city critters, animal adaptions, rolling stones, and field geology.

- Fishing fundamentals - basic fishing techniques, plus pond ecology and safety guidelines. Bait and equipment is provided by the Rangers.

The Rangers will implement a pilot education program in Boston public schools in the winter 1988/89 that teaches children between ages 9 - 12 basics of the environment. That program will be expanded and developed in subsequent semesters, as the Rangers program moves to a year round role.

Staffed playgrounds offer several interpretive programs to neighborhood children, conducted by Mass:Audubon Boston and the Boston Park Rangers, including the study of mammals and animal habitat relays; plant dendrology and making spore prints with park fungi; the study of weather and physical conditions; and finding the hottest point in the park during the heat wave.

Beautification projects began in 1987. The BPRD contracted the Mass Horticultural Society to work with community groups to beautify open space, starting with Dudley Square in Roxbury. Since then 23 beautification projects have been conducted, and 115 youths and adults participated in cleanups and plantings, learning about site and soil preparation, plant material, watering techniques, pest control, and urban plant stress.

2. Formalize the working relationships for environmental education between the Boston Parks & Recreation Department, the MDC, The Boston Public Schools, the Boston Community Schools, and the parochial schools.

The BPRD has developed an environmental education program with the public, community, and parochial schools, programs that can be extended in future years. The fall bulb plantings, coordinated with Mass Audubon: Boston, used public school children from 14 schools. Children from community schools were heavily involved in the BPRD summer programming, including environmental instruction, recreational activities, entertainment, and sporting events. Parochial school children also participate in summer programming, and are specifically invited to participate in the Mayor's Cup Golf tournament and other cross-city activities.

The Park Rangers pilot program has targeted six public schools throughout Boston for the winter environmental education program.

More wide-ranging programs that include expanded school participation are being developed in winter 88/89 for 1989 summer programming.

3. Coordinate and share the management of environmental education programs with environmental non-profit institutions, environmental advocacy groups, colleges and museums, social service agencies, and community groups.

The BPRD works closely with Mass. Horticultural Society, Mass Audubon: Boston, Boston Urban Gardeners, and many other groups within the GreenSpace Alliance, as well as with Harvard's Program for Public Space Partnership and the Boston Park Partners, to provide programs that beautify the neighborhoods, enhance the quality of life, provide technical assistance, and foster a sense of community ownership.

Examples of collaborative programs:

- Beautification projects with Mass Horticultural Society.
- Bulb plantings with Mass Audubon: Boston.
- Tree planting with Public Space Partnership, Mass. Horticultural Society, and Roxbury Multi-Service Center.
- Seed packets distributed on Arbor Day at the Arnold Arboretum, with the Mass. Horticultural Society.
- Smith Street Playground design, with Mass Horticultural Society, Public Space Partnership, Boston Urban Gardeners, the Tobin School, and community groups.
- Tree planting at Flaherty Playground in West Roxbury, with Brookside Neighborhood Association and Phillips Trust.

4. Use city and MDC owned large urban parks, conservation lands, and natural resources located in the city-such as Franklin Park Zoo, Belle Isle Marsh, and the Harbor Islands- for nature interpretation programs looking at ecosystems, habitats, and the flora and fauna of marshes, ponds, woodlands, and meadows.

The Boston Park Rangers extensively use the Emerald Necklace Parks and the Arnold Arboretum for environmental education programs. Classes feature pond ecology, wildlife studies, park history, design principles, natural history, birdwatching, orienteering, and art and architecture.

Orienteering classes are conducted at the Arboretum and Franklin Park. The Arboretum, with over 7,000 different types of plants and trees, provides a unique classroom for the study of plant material.

As the Parks Department increases its support for the care of the City's urban wilds, it will consider expanding interpretive programs on these sites.

5. Develop a neighborhood-based nature interpretation strategy to awaken the curiosity, knowledge, and pride of inner city children about their own local parks, urban wilds, and neighborhood vacant lots.

The BPRD has broadened its base to include, in addition to the Emerald Necklace, neighborhood parks. Nature classes were conducted in McKinney Playground, Doherty Park, Ross Park and Walker Playground last summer and fall, and will continue in 1989.

The BPRD produced a Nature Book this fall for children, describing plant and animal life in city parks. This book will be a cornerstone for the Rangers' environmental pilot program being introduced into the schools this winter.

In January 1989 a pilot environmental education program will be implemented to fifth and sixth graders in six schools. The six week course will include introduction to the environment and field trips in neighborhood parks.

6. Include environmental field trips, landscape skills, park history, and nature interpretation into summer youth employment programs.

In 1987 the BPRD included a limited number of field trips and park history as part of the summer youth program. In 1988 youth programs were cut back; workers were integrated with the existing work force to tackle the backlog of maintenance tasks.

The BPRD's Park Partners Program integrates instruction in landscaping, park history, and nature interpretation into its youth maintenance program.

For example, the Back Bay Fens Park Partner has the following objectives:

- Provide increased park maintenance.
- Offer meaningful employment for youth.
- Increase the awareness of the institutional and residential Fenway community about the Back Bay Fens.

While the expansion of environmental field trips, landscape skills, park history and nature interpretation into summer youth employment in 1990 will depend upon manpower levels and work plans, it will be a goal of the Department to return to instructional services provided in 1987. The expected creation of summer work forces to care for the twenty-two urban wild sites under City jurisdiction will provide opportunities for the BPRD to include field trips, landscape skills, park history, and natural interpretation into youth employment programs.

7. Provide in-service education programs for all employees about park history and management and about the natural and cultural resources of parklands.

Nine training sessions were conducted for the Maintenance and Horticultural divisions in spring 1988, outlining basic information about Boston's parks. Attendance increased from 77 employees in 1987 to 157 in 1988.

In spring 1988 the Boston Park Ranger supervisors attended workshops designed to improve their in-service, year-round training programs:

- Environmental Education of Children by Habitat, Inc. and Project Learning Tree
- Teacher Training Guide on Birds by Arnold Arboretum staff

The Planning and Development unit attended a workshop on Integrated Play Environments and the role of urban playgrounds in child development. The workshop was conducted by two environmental psychologists from City University in New York.

With a training coordinator and a facility dedicated to employee training anticipated for 1989, employee education programs will be increased.

8. Develop ways of integrating education with sports for young people, by alternating different types of activities and events, and by creatively using activities which combine active recreation and education, such as cross-country skiing.

In addition to the Ranger tours, which always combine recreation with education, the BPRD is actively looking for ways to combine education and recreation in programming.

- The Courageous Sailing Program combines training and recreation for youngsters city-wide .
- The Running/Walking program combines exercise with health and nutrition.

The Programming division plans to re-introduce ice-skating at the Public Garden Lagoon and the Boston Common Frog Pond in January 1989, for an eight week period. In addition to skate rentals, music, and refreshments, the program will also offer skating instruction.

9. Design and implement signage systems and brochures which provide the public with information about resources, rules, history, maps, and other outdoor offerings. Use Spanish and other languages where appropriate.

The BPRD Marketing division, created in 1988, implemented a comprehensive strategy for providing the public with information about program events, improvements, regulations, and other appropriate park information.

The most extensive effort in 1988 was for summer programming. 100,000 summer calendars were mailed in early mid-May throughout the city. For each of the 275 events, flyers were printed and leafleted throughout the immediate neighborhoods. Flyers were produced in Spanish and English for Ronan Park/Dorchester, Carter Playground/South End, and Trotter/Roxbury, O'Day/South End and Hannon/Dorchester.

Other efforts include:

- Ranger Nature Book, published in October 1988, describes 28 different plants, insects, fish, and wildlife commonly found in Boston's parks. The book will supplement the Park Rangers' environmental education program.

- Floral Plantings in Urban Landscapes, co-published with the Mass. Horticultural Society, is the first in a series entitled Urban Plantings. Floral Plantings is an instruction manual outlining the cultural practices and design considerations necessary for creating effective urban plantings. A second book in the series, on tree care, is scheduled for publication in spring 1989.

- Signage system is being developed to thoroughly identify the majority of neighborhood parks, as well as historic cemeteries, and Emerald Necklace parks. Spanish and other languages will be included where appropriate.

10. Post the names of trees, shrubs, and other natural features in the city's most frequented parks, squares, and playgrounds.

The Arnold Arboretum has been extensively labeled by Harvard University. The Friends of the Public Garden have also posted the names of significant trees and shrubs; Franklin Park has a few trees labeled .

As the Olmsted restoration project develops, trees, shrubs, and natural features throughout the Emerald Necklace will be labeled.

11. Increase the number of Park Rangers, to act as guides in all large parks, interpreters of the natural environment, friendly people, and role models. Establish a Ranger hotline where people know their calls will be responded to.

Over the last two years the City of Boston has increased the commitment of Park Rangers from a seasonal to full time program. This has enabled a core staff of five Rangers year round, and expanded coverage in the fall and spring.

The expanded staffing has improved the quality of existing programs like the Emerald Necklace tours, and has allowed for new programming like orienteering.

This summer and fall about 15,000 people toured parks and cemeteries with the Boston Park Rangers, compared to 8,000 people in the summer of 1987.

The Franklin Park Ranger office provides year round information on Ranger events and resources available Monday-Friday from 9 am to 7 pm. The Ranger hotline number is 522-2639. Beginning in spring 1989 with the repair of the Boston Common Ranger station, the Ranger activities on the Common and Public Garden will increase significantly. A season office on Boston Common is currently staffed from 10 am to 8 pm during peak periods.

Ranger programs were introduced into four BPRD's staffed playgrounds this summer: McKinney Park/Brighton; Doherty Park/Charlestown; Ross Playground/Hyde Park; and Walker Playground/Mattapan. The program has the following objectives:

- Outreach - to bring children to parks who might not otherwise have a chance to use them.
- Education - to build and enforce basic skills of observation, perception, and identification. To teach children about the environment that is unique to urban parks.
- Awareness - to give children a better understanding of the environment and a greater appreciation of the parks.
- Involvement - to invite participation and pride in neighborhood parks and programs.

12. Expand the Park Rangers to a year-round program, in which winter months are spent in the school system, organizing and publicizing environmental projects and activities.

With the success of this year's Ranger programming in neighborhood parks, and with full time staff in place, the Rangers will move aggressively this winter to bring their education program to the school system, and to better organize and publicize their activities to the public.

In summer 1988 the Rangers offered programming in four neighborhood parks: McKinney Park/Brighton, Walker Playground/Mattapan, Ross Field/Hyde Park, and Doherty Park/Charlestown. In addition, the Rangers offered daily tours throughout the Emerald Necklace, and extended coverage to include Boston's most notable burying grounds, The Granary and King's Chapel.

In winter 1988/89 the Rangers will start a pilot environmental education program in six schools, teaching fifth and sixth grade classes environmental basics over a six week period. The pilot program, which includes a field trip, is designed to evaluate results and develop the program over subsequent terms.

The Park Rangers program currently has a core staff of five year round staff, and all will participate in the education course, in addition to performing regular clerical and patrol duties.

In the last 20 months the BPRD has restructured the Rangers organization, and improved the equipment and technical support needed to run the full time program. In addition to a new radio system that improves deployment and communication capacity, the Rangers also purchased a Cushman vehicle, a new pick up truck, and two- and four-horse trailers.

The introduction of a year round staff, new equipment and technical support, and a pilot educational curriculum combine to make the Rangers program a viable year round operation.

X. INTERVENING IN THE POVERTY CYCLE

1. Make the improvement and programming of parks, playgrounds, and other open spaces in low-income communities or used by low-income people a special priority of all agencies and organizations.

The BPRD has consistently made low income areas a target for capital, maintenance, and programming improvements. In the first three years of Boston's capital improvement program, "Rebuilding Boston," the BPRD estimates that nearly 50% of resources have been targeted to low income communities.

The BPRD received funding from Urban Self Help and Land and Water Conservation programs funded through the state's Open Space Capital Outlay, designed to fund regional facilities serving low income areas. Grants totalling approximately $5.6 million in 8 facilities have been approved for funding.

Staffed playgrounds in summer of 1987 were established in 23 locations; 75% were in low income areas. 80% of the 17 staffed playgrounds in 1988 were in low income areas. The rationale in summer programming is to serve areas in which children have fewer summer options to leave the city or attend paid events in Boston.

Park Link, a new program funded by the business community, provided transportation,.staff, publicity and activities support for children from 18 housing developments in 11 neighborhoods to participate in parks activities. Over 1500 children attended 22 events last summer, including sailing at Jamaica Pond and a visit to the James Michael Curley House.

2. Target not only parks, but also schoolyards, public housing grounds, community gardens, library grounds, the yards and grounds of public and private agencies, streetscapes, and other open spaces in low-income neighborhoods, for substantial improvements.

Under current funding levels, and with a backlog of maintenance requests, the BPRD prioritizes improvements of its existing facilities. Nevertheless, the BPRD has offered technical assistance and equipment for a variety of projects and organizations to improve open space on non park property in low income neighborhoods, including:

- Hernandez School, Dorchester
- Beldon Street Tot Lot, Dorchester
- Lewenberg School, Mattapan
- Agassiz School, Jamaica Plain
- Freedom House, Roxbury
- Dudley Street Library, Roxbury
- Police Headquarters, South End
- Fire Stations, 9 locations
- Long Island Shelter
- Deer Island Prison
- City Point Civic Association, South Boston
- Youth Conservation Corps, City-wide
- Boston Fenway Program, Fens
- Dorchester Coalition, Dorchester
- Grass Roots Program, Brighton
- Wilson Park, Brighton

Combining the resources and expertise of the BPRD's Ground Maintenance and Horticulture divisions, the Mass Audubon Boston, Mass. Horticultural Society, Boston Urban Gardeners, and other community groups, the BPRD has undertaken landscape improvement efforts in every neighborhood of the city.

The BPRD also advocated for street trees and developed with others a program to instruct residents in the maintenance of street trees.

3. Encourage community participation in all planning, care and programming initiatives. Respect and encourage community initiated projects, whether in a low-income neighborhood or a public housing development.

The BPRD aggressively seeks community participation in all planning, care, and programming initiatives.

Planning - between January 1987 and May 1988 nearly 200 community meetings have been held to discuss the renovation of parks under the Mayor's capital improvement program, "Rebuilding Boston."

Maintenance - the Park Partners program supplies funding, technical expertise, and the loan of equipment to community groups throughout Boston to help maintain, program, and improve their neighborhood parks. In addition, the BPRD works closely with community and environmental groups to initiate projects in low income neighborhoods.

Programming - During the winter 1987 the Regional Administration and programming divisions met with community and non-profit groups for their input into summer programming. These meetings helped steer the direction of summer programming, and helped identify new areas of programming, like the highly successful ParkLink, which brings BHA children from 18 housing developments to park activities throughout Boston and beyond.

The Commissioner and senior staff are meeting in the winter of 1988/89 with the senior staff of the Boston Housing Authority to seek a means of expanding the Park Department's role in promoting community initiated projects in BHA developments in 1990.

4. Provide permanent protection to existing community gardens which are actively used by low income families, children, senior citizen, and community groups. Provide increased opportunities for community gardening in low-income neighborhoods.

The BPRD is working with the Boston GreenSpace Alliance during the winter of 1988/89 to draft and execute a plan to provide greater support services and activities for community gardens in 1990 and beyond.

5. Target state and city capital funds and operating programs to parks and playgrounds in low-income neighborhoods.

The BPRD has targeted state and city capital funds and operating programs to parks in low income neighborhoods:

Capital Funds

Massachusetts Land and Water Conservation Grant was awarded to BPRD for $5,574,050, for capital improvements in parks in low income areas:

Dorchester Park/Dorchester
Franklin Park Golf Course/Roxbury
Harambee Park/Franklin Field/Dorchester
Corbett Park/Dorchester
Ryan Park/Charlestown
McKinney Park/Brighton
Ceylon Park/Dorchester
Walker Playground/Mattapan
Ringer Park/Brighton
Ramsey/Derby Park/Roxbury

Programming

- ParkLink targeted children in 18 BHA housing developments as part of the BPRD's summer programming.
- Fun Nights concerts were held four days a week throughout the summer in low income neighborhood and regional parks.
- Staffed parks operated in every low income neighborhood in Boston in summer 1988.
- The Franklin Park Youth Golf program was designed to encourage low income youth from the Mattapan, Roxbury, and Dorchester to participate.
- Sox Talk, which brought Red Sox players to city parks to talk about youth issues, was conducted at various parks in low income neighborhoods, including Wainwright Park/ Dorchester, Columbus Park/ South Boston, Walker Playground/ Mattapan, McKinney Park/Brighton, Tobin Building/Mission Hill, Old Harborside School Playground/South Boston, Hannon Playground/Dorchester, and Perkins School Playground.

6. Encourage community involvement in the planning and operation of neighborhood parks, as a matter of policy.

The BPRD actively encourages community involvement in planning and operating neighborhood parks as a matter of policy. The most visible program is the Park Partners, which receives operating funds, technical advice, and equipment to improve neighborhood parks. Other examples include the execution of grounds maintenance by community-based organizations including:

- The Jamaica Pond Project
- Southwest Corridor Community Farms
- Dorchester Gardenlands
- Allston Brighton Community Development Corporation

7. Increase publicity about city-wide and regional programs and facilities in low-income neighborhoods and organizations which serve low-income populations. Develop transportation subsidies and arrangements to increase access to city-wide and regional facilities. Target distribution of facility maps and promotional materials.

Since 1988, the BPRD has dramatically increased publicity about city-wide and regional programs and facilities in low income neighborhoods, thanks to the creation of a Marketing Department with a Director, a Public Information Officer, and support staff.

Efforts to inform low income neighborhoods about summer programs have included:

- A 100,000 piece summer calendar mailed to public school and BHA homes, community centers, parochial schools, and public information outlets in low income neighborhoods.
- Direct mail and advertising in the Bay State Banner, Boston's minority community newspaper.
- Radio advertising on WILD AM.
- Herald ads four times a week during the summer advertising events in low income neighborhoods.
- Press advisories and releases to weekly papers in low income neighborhoods announcing events.
- Flyer distribution in Spanish and English announcing local events in low income neighborhoods.

This publicity was supported by transportation arrangements that increased access to city-wide and regional events, and included:

- A fleet of 11 vans for the ParkLink program that transported BHA youth to events throughout the city during the summer. Over 1500 children from 18 housing developments participated.
- Bus transportation weekly to the City Hall Plaza concerts each Wednesday was arranged for senior citizens from low income neighborhoods.

Beginning with the promotion of the five day Christmas festival on Boston Common in December 1988, the Marketing division plans to increase programs linking public transportation with park sponsored events.

8. Actively encourage agency divisions and sub-contractors of all kinds to hire, train, and promote residents of Boston's low-income neighborhoods.

The BPRD hired an Affirmative Action officer to actively encourage minority contractors to bid on parks jobs. The officer aggressively monitors contractors and sub-contractors for compliance.

City policy requires 50% resident, 25% minority and 10% woman participation on all publicly funded projects. The Affirmative Action officer works with the Office of Jobs and Community Services, contractors and planning staff to achieve and exceed these goals.

The BPRD encourages contractors who have hired neighborhood residents to help with construction job security at night.

The BPRD has met the City's residency, minority and women hiring policy requirements, demonstrated in the following chart:

City Goals	BPRD FY '87	BPRD FY '88	BPRD FY '89
RESIDENCY JOBS POLICY			
50% Residents	30%	34%	46%
25% Minority	30%	30%	39%
10% Women	2%	2%	3%
CAPITAL IMPROVEMENTS			
5% Women	NA	1%	4%
15% Minority	13%	21%	19%
OPERATING BUDGET			
5% Women	NA	2%	6%
15% Minority	NA	3%	25%

INTERVENING IN THE POVERTY CYCLE (cont.)

9. Incorporate as a selection criteria in the hiring of playground supervisors and maintenance workers residency in, or familiarity with, the area of the parks and playgrounds to be under their care, and the ability to build ties with neighborhood youth. Provide broad-based after-school and weekend programming in multi-age playgrounds in low-income neighborhoods.

The BPRD does incorporate as a selection criteria the hiring of local residents with familiarity with their parks and neighborhoods. Recent hirings include:

Maintenance

- Al Stuckey, Roxbury resident who was promoted as regional maintenance supervisor.
- Joe Curry, East Boston resident who was named regional maintenance supervisor for East Boston.
- Larry Ayers, Allston-Brighton resident who was named regional maintenance supervisor for his area.

Regional Administrators

Three of the four regional administrators live in the region they represent.

Programming

A basic reason for the success of summer programming was the local residents who staffed neighborhood parks, including:

- Patricia Satiori, Porzio Park, East Boston
- Shirley Ridley, Trotter Playground, Roxbury
- Steve McElaney, Columbus Park, South Boston
- Chris Tighe, Billings Field, W. Roxbury
- Glenn Smith, O'Day Playground, South End
- Lawrence Cunningham, Wainwright Park, Dorchester

With the reorganization of BPRD and Community Schools and Recreation Centers in 1983, Community Schools inherited funding and administrative structures to best provide after school and weekend programming in low income neighborhoods.

The current BPRD funding levels dictate that the majority of resources are allocated between May and September, including targeted weekend programs.

With increased city, state, or federal funding and/or sponsorship, the BPRD will consider expanding after school and multi-age programs for Boston children in low income neighborhoods.

INTERVENING IN THE POVERTY CYCLE (cont.)

10. Assign caring supervisors, trained in both recreation and youth counseling, to parks and playgrounds where "latch-key" children congregate.

The BPRD does assign supervisors to parks and playgrounds where 'latch-key' children congregate. Because of the existing structure and funding levels of the BPRD, all of this supervision occurs between May and September.

The Department will seek to expand its support of the Boston Community Schools in its program designed for latch-key children.

INTERVENING IN THE POVERTY CYCLE (cont.)

11. During the design and construction phases of current and future capital improvement projects to the city's parks and playgrounds, expose city children to various models of environmental careers, technical skills, and work place settings, through field workshops and office internships.

The BPRD's successful pilot programs have exposed city children to various models of environmental careers, technical skills and workplace settings. Some examples of capital improvement projects where city children have been involved with planning, security, and oversight are:

- Marcella Playground/Roxbury: Hawthorne Youth Center
- Roberts Playground/Dorchester: Dorchester High
- Smith Playground/Mission Hill: Timilty School
- Billings/W. Roxbury: Holy Name, Shaw School
- McKinney Park/Brighton: Fanueil Teen Committee

In other city projects, children have been actively involved in the following ways:

- Allston-Brighton CDC educates and trains residents in landscaping management in every park in Allston-Brighton.
- Mass. Audubon Society has provided education and hands on-experience with flower plantings, and landscape care in neighborhood parks including Blackstone Square, Little Scobie Playground, Franklin Park, Jefferson Park, Copps Hill Terrace, Columbus Park, Mozart Park, Rogers Park, Brophy Park, Howe Playground and Clifford Park.
- The Boston Park Rangers will implement a pilot environmental education program in public schools in winter 1988/89.

XI. TRAINING, JOBS, AND CONTRACTING

TRAINING, JOBS AND CONTRACTING

1. Coordinate with non-profit groups and social service agencies who already have a track record in this area, and with high schools, community colleges, and other educational institutions, to hire permanent employees and interns from:

    - o vocational training programs in landscape design, construction and maintenance, recreational programming, and land management, for permanent careers.

    - o successful graduates of summer youth employment programs such as the Boston Youth Conservation Corp.

The BPRD is activity interviewing for a Training Coordinator, whose task is to bring high quality professionals into the new structure developed by the Department over the last 24 months. The Training Coordinator will draw from the diverse range of training and academic programs in the Boston Area in design, construction, recreational programming, and environmental and interpretive fields.

The Maintenance unit recruits from Boston Urban Gardeners. Over the last two years 11 graduates have been hired.

Maintenance and Horticulture division staff are encouraged to take courses at the landscape program offered at Roxbury Community College. RCC has made presentations to park management staff. At least 5 employees have received certificates or taken courses at RCC work at the department. The Olmsted work crew, funded at a $200,000 level for 1988-89, is a joint program of RCC and the BPRD.

The Parks Commissioner has advocated tuition reimbursement for professional courses. Staff have taken advantage of this program for courses in planning, landscape design, business, computer science, and word processing.

The BPRD funded the Boston Youth Conservation Corp. program for $60,000 for park work in summer 1987. BYCC youth, supervised by community groups, maintained over 40 beautification sites and parks.

Parks programming seasonal staff are recruited exclusively from universities that specialize in recreation, programming, and planning, including Northeastern Unitversity, U. Mass/Boston, Boston College, and Harvard School of Design.

2. Recruit workers for summer and intern jobs from eligible enrollees of urban land management programs. Continue and strengthen recruitment efforts to place students or urban land management programs, and minority candidates from environmental technical training schools into summer internships, provisional jobs, and civil service preparation.

Over the last 24 months the BPRD has actively solicited workers from urban land management programs. The Department has made progress in training and development, and expects to increase the number of minority candidates with the help of a full-time Training Coordinator.

The Department continues to recruit within the restrictions of city wage guidelines, but continues to market other aspects of the Department.

In past years summer workers and interns have worked for the BPRD from the following schools:

- Northeastern University
- Roxbury Community College
- Simmons Graduate School of Management
- MIT
- Boston College
- U/Mass Boston
- Harvard University

TRAINING, JOBS AND CONTRACTING

3. Hire qualified area residents for the management of parks and reservations as a cost-effective investment in long-term maintenance, for productive community liaison, for better service delivery, and to increase residents' sense of ownership in their local and metropolitan parklands.

During 1988 63% of BPRD employees filed Boston residency certificates.

The BPRD has made a conscious effort to recruit from under-represented neighborhoods, including Roxbury, East Boston, and Allston/Brighton.

In Parks-managed facilities, the BPRD has made an aggressive effort to hire qualified local residents. At Jamaica Pond and the Fens, the BPRD has increased financial support of neighborhood-based management of these facilities. Qualified area residents have also been hired at East Boston Stadium, Billings Field, Town Field, and Columbus Park.

The BPRD hired a Community Relations Specialist in August 1988 to increase the recruitment of qualified, bilingual staff.

4. Offer specialized continuing education-in-park planning, environmental history, natural resource protection, and recreation and attendant promotional opportunities, to all employees.

The BPRD has aggressively encouraged employees to take advantage of existing training and education programs, including Roxbury Community College, turf maintenance programs and conferences.

All MM-level employees are allowed tuition reimbursement for courses in which a grade of B or better has been received.

Staff specializing in fields such as preservation, landscape design, turf engineering, and childhood development are encouraged to attend seminars, professional enhancement days, and conferences.

Information is shared among units such as Planning and Maintenance on landscape management, turf, and tot lot equipment.

When requested, the department shares its information and expertise in community forums.

A Training Coordinator is currently being sought to expand opportunities to all employees. In 1989 BPRD fully intends to consolidate employee programs in its new facility dedicated to employee training.

TRAINING, JOBS AND CONTRACTING

5. Continue to pursue aggressively an affirmative action policy in the hiring and promoting of employees, at all levels of management, and in all units.

The BPRD has pursued the affirmative action policy established by the Flynn Administration. An Affirmative Action coordinator was hired in spring 1988 to agressively hire and promote minority employees at all levels of management.

The BPRD has place particular emphasis on recruiting minority candidates for policy making management jobs. Since summer 1988 some newly recruited employees with management jobs include:

- Claudette Bailey, Affirmative Action Manager
- Jackie Cooper, Regional Administrator for Region I
- Larelle Bryson, Scheduling and Permits Coordinator
- Jose Ruiz, Community Relations Specialist
- Gloria George, Assistant to the Commissioner
- Vineet Cupta, Open Space and Facilities Planner

Promotions into supervisory positions from the existing workforce include:

- Al Stuckey
- Clarence Frederick
- Ed Mencey
- Ellis Core

With the combination of a dedicated affirmative action officer and a new training coordinator, the BPRD will continue to expand and build on the track record of the last 24 months.

6. Recruit eligible Boston graduates of vocational training programs for all positions.

The most extensive recruitment of Boston graduates come from Roxbury Community College and Northeastern University specialist programs. With a training coordinator, these efforts will be expanded over the next 24 months.

Since the affirmative action unit was established, the Department has dramatically increased the number of women, residents, and minorities in construction and daily operations.

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Boston
Raymond L. Flynn, Mayor

February 7, 1989

Christopher A. Iannella
City Councillor
City Hall - 5th Floor
One City Hall Square
Boston, MA 02201

Dear Councillor Iannella:

All of us who participated in the Goldberg Seminar and its subsequent report, "The Greening of Boston," have worked hard over the last 18 months to bring to fruition both the recommendations and the aspirations that came from those discussions.

The Boston Parks and Recreation Department has had one of the most ambitious agendas, and has worked with serious intent to address the 109 recommendations made to us. The Parks staff has written a report which outlines our progress to date, entitled "Preserving and Improving Boston's Public Parks."

Mayor Flynn has asked that I invite the business and community leaders whose input into the Greening of Boston report was critical to its success to the Parkman House on Wednesday, February 22, 1989, from 5:30 to 7:30 pm. Please join us for the release of our report, and to discuss some of the open space issues that have surfaced since the Goldberg Seminar took place.

Sincerely,

William B. Coughlin

William B. Coughlin
Commissioner

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